SUCCESSION PLANNING PRACTICES, ORGANIZATIONAL CULTURE AND SURVIVABILITY OF HOTELS IN WESTERN UGANDA

BY

NANSAMBA ESTHER

A Thesis Submitted to the School of Tourism, Hospitality and Events Management in Partial Fulfillment of the Requirements for the Award of Degree of Doctor of Philosophy in Hospitality Management

Moi University

2025

DECLARATION

Declaration by Student

This thesis is my original work and has not been presented for any other award in any university or institution of higher learning before.

Sign:_____ Date:_____

Nansamba Esther

STHE/PGH/004/19

Declaration by Supervisors

This Thesis has been submitted for examination with our approval as university supervisors.

Sign:_____ Date:_____

Prof. Jacqueline Korir

Department of Hotel and Hospitality Management

Moi University, Kenya

Sign:_____ Date:_____

Brendah Uluma

Department of Tourism and Tour Operations Management

Moi University, Kenya

ACKNOWLEDGEMENTS

ABSTRACT

Hotels in Western Uganda continue to face survivability challenges arising from weak succession planning structures and informal cultural practices that undermine leadership continuity. This study examined how succession planning practices (skill development, mentorship, and internal promotion) and organizational culture affect hotel survivability. In addition the study examined the relationships between succession planning practices (skill development, mentorship, and internal promotion) and organizational culture, and further explored the moderating role of organizational culture in the relationship between succession planning practices and hotel survivability. Guided by leadership development, tournament and dynamic capability perspectives, the study adopted a pragmatic, convergent mixed-methods design involving 200 management employees and 10 key informants from forty hotels. Quantitative data were analyzed using structural equation modeling, and qualitative data were thematically analyzed. Findings revealed that organizational culture is a critical determinant of hotel survivability, as it fosters adaptability, resilience, and shared values that sustain business continuity. While skill development, mentorship and internal promotion were not statistically significant, qualitative insights emphasized that financial literacy, innovation, adaptability and leadership training enhance managerial readiness for transition. The study concludes that nurturing a strong and enabling culture and continuous learning climate strengthens leadership pipelines and improves hotel survivability. The study recommends aligning skill development, mentorship and promotion systems with strategic objectives to build sustainable leadership capacity. The findings contribute to hospitality management literature by integrating succession planning and organizational culture into a unified model of hotel survivability, offering practical guidance for managers seeking to institutionalize leadership continuity in the competitive hospitality environments.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ACRONYMS

AGFI –   Adjusted Goodness-of-Fit Index

AMOS –   Analysis of Moment Structures

AVE –   Average Variance Extracted

CFA –   Confirmatory Factor Analysis

DCT–   Dynamic capabilities theory

EFA –   Exploratory Factor Analysis

fsQCA –   Fuzzy-set Qualitative Comparative Analysis

GDP –   Gross Domestic Product

GFI –   Goodness-of-Fit Index

HTMT –   Heterotrait-Monotrait Ratio of Correlations

ILO –   International Labour Organization

ISPLD–   Integrated Succession Planning and Leadership Development

ISPLDM –   Integrated Succession Planning and Leadership Development Model

ML –   Maximum Likelihood

MTWA –   Ministry of Tourism, Wildlife and Antiquities

NFI –   Normed Fit Index

NIH –   National Institutes of Health

NPA –   National Planning Authority

OECD –   Organization for Economic Co-operation and Development

PCA –   Principal Component Analysis

PLS-SEM –   Partial Least Squares Structural Equation Modeling

PwC –   PricewaterhouseCoopers

RMR –   Root Mean Square Residual

RMSEA –   Root Mean Square Error of Approximation

SDGs –   Sustainable Development Goals

SEM –   Structural Equation Modeling

SmartPLS –   Smart Partial Least Squares

SMEs –   Small and Medium-sized Enterprises

SPSS –   Statistical Package for the Social Sciences

SRMR –   Standardized Root Mean Square Residual

TT –   Tournament Theory

UBOS –   Uganda Bureau of Statistics

UGCA –   Uganda Government Central Archives

UHOA –   Uganda Hotel Owners Association

WERS –   Workplace Employment Relations Study

WTTC –   World Travel and Tourism Council

DEFINITION OF KEY TERMS

Internal promotion is using internal talent to fill managerial positions in order to increase employee retention while decreasing the need for external candidates (Purwadi cited in Johnson, & Alexander, 2017).

Mentorship. Mentorship is a purposeful and collaborative relationship in which individuals work together over time to support the personal and professional growth, development, and success of the relational partners through the provision of career and psychosocial support (National Academies of Sciences, Engineering, and Medicine, 2019)**.**

Organisational culture is a set of principles that guide employees in understanding work practices, values, and assumptions, shaping individual and team behavior and attitudes within an organization (Daft & Armstrong, 2021; Liew, Chung, & Lam, 2022; Schein, 2017)

Skills development comprises learning experiences that equip workers with the necessary skills to perform both current and future roles efficiently, foster an organization's culture, improve individual performance, and enhance the organization's capabilities. (World Bank, 2023).

Succession planning practices are strategies designed to ensure smooth operations in the event of key leaders' resignation, retirement, or abrupt departure.(Rothwell,2023)

Survivability refers to the sustained, uninterrupted existence and operation of a business within the market (El Korchi, 2022; Kozak, 2018), typically measured through indicators such as operational continuity, financial resilience, adaptability to change, and long-term leadership.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background of the study, outlining the key issues that the research aims to address. It includes the statement of the problem, the purpose of the study, the objectives, research questions, and hypotheses. Additionally, the chapter highlights the significance of the study, defining its scope and presenting the conceptual framework that guides the research. Definitions of key terms and concepts used throughout the study are also provided to ensure clarity and understanding.

1.1 Background to the study

The hotel industry plays a pivotal role in global and regional economies by contributing substantially to employment, tourism revenues, and socio-economic development. In 2019, tourism accounted for 10.4% of the global Gross Domestic Product (GDP) and supported approximately 334 million jobs, nearly one in ten worldwide (International Labour Organization [ILO] ; World Travel and Tourism Council [WTTC], 2019). By 2024, the global travel and tourism sector reached United States Dollars (USD) 11.1 trillion, maintaining its contribution at about 10% of global GDP and supporting around 348 million jobs (WTTC, 2024). Despite pandemic-related disruptions in 2020, the travel and tourism sector in Africa is projected to grow at an annual rate of 6.5% over the next decade, potentially contributing up to US$350 billion to the regional economy. Over the next ten years, the sector could boost the continent's overall economy by approximately US$168 billion (World Travel & Tourism Council, 2023).

In Uganda, the hospitality sector is recognized under Vision 2040 as a critical economic pillar. In 2024, Tourism earnings in Uganda rose by 26%, reaching USD 1.28 billion, reflecting a strong recovery and growth in the sector (Ministry of Tourism, Wildlife and

Antiquities, 2025). The sector contributed Uganda Shillings (UGX) 6.06 trillion (approximately USD 1.28 billion) to the national GDP, accounting for 16% of total exports and supporting over 803,000 jobs (Uganda Bureau of Statistics [UBOS] & Ministry of Tourism, Wildlife and Antiquities [MTWA], 2024). International tourist arrivals increased by 7.7%, reaching 1.37 million, with an average stay of 8.7 nights and daily spending of about USD 125 per visitor (World Bank, 2024).

According to Euromonitor International (2023), Western Uganda is home to a variety of commercial businesses, groups, and non-governmental organizations involved in tourism, highlighting the region's active role in the national tourism ecosystem. This expanding tourism activity has driven an upsurge in hotel development, leading to heightened competition and increasing pressure for effective management. However, the sector continues to face persistent challenges such as limited succession planning, inadequate leadership development, and weak organizational structures that threaten the survivability of hotel operations. This shortfall points to the necessity of analyzing the underlying elements that shape leadership transition and organizational continuity within Western Uganda's hotel industry.

Survivability, the dependent variable in this study, refers to a hotel's ability to remain viable over time despite internal and external shocks, competitive pressures, and shifting market conditions., As used in this study, survivability is evaluated through four key dimensions: sensing, adaptability, transformation, and financial health, which collectively capture an organization's capability to anticipate changes, adjust operations, innovate, and maintain fiscal stability. Previous studies have demonstrated that survival prospects in the hospitality industry are highly influenced by firm-level attributes such as size, location, managerial skill, and contextual factors (Lado Sestayo, Vivel Búa, & Otero González, 2016).

To understand how organizations remain resilient and competitive amid change, organizations focus on succession planning, a systematic approach for preparing employees for key leadership roles to ensure continuity, retain institutional knowledge, and enhance overall organizational survivability(Muhamad Azmi et al., 2025).When well implemented, succession planning practices(SPP), reduce disruption during leadership transitions, preserve core competencies, and strengthen managerial stability, which in turn enhance long-term organizational survivability(Rothwell, 2023). According to the authors, formal succession systems enhance leadership continuity, strengthen organizational performance, and foster resilience, with Strategic Planning Practices (SPP) serving as a key predictor of organizational survivability. In the hospitality industry, where leadership quality directly influences service delivery, employee retention, and operational efficiency, succession planning has evolved from an informal process into a strategic tool for building internal leadership pipelines (Diya & Mansor, 2019; Rothwell, 2023).

Within the structured succession planning approach, skill development, mentorship, and internal promotion can play a critical role in building leadership capacity, promoting stability, and supporting the long-term survivability of hotels(Elnagar, Elzoghbi, Abotaleb, & Alharbi, 2022; Azubuike, 2025) commonly encompasses practices such as skills development, mentorship, and internal promotion (Kaleem, Muhammad, & Lukman, 2023). Through these mechanisms, organizations nurture future leaders and sustain institutional capacity. Scholars now conceptualize survivability not merely as continued operation but as an organization's adaptive and transformative capacity to withstand disruptions and remain competitive (Cristofaro, Helfat, & Teece, 2025). Thus, succession planning contributes to survivability by

fostering adaptive leadership and a stable knowledge base capable of guiding transformation and strategic renewal.

Organisational culture (OC) is defined as the shared values, beliefs, norms, and behavioural expectations that shape how work is conducted and decisions are made (Mehrtak, Farzaneh, Habibzadeh, Kamran, Zandian, & Mahdavi, 2023). Leadership and culture are closely interwoven (Schein & Schein, 2017). A culture that promotes learning, innovation, and openness to change enables effective succession planning by supporting talent development, merit-based advancement, and transparent leadership transitions. In contrast, rigid or poorly articulated cultures often hinder succession processes and weaken leadership continuity. Empirical evidence demonstrates that OC shapes both the design and the effectiveness of succession systems, conditioning whether these practices translate into sustained organizational performance (Qazi, Shrivastava, Upadhyaya, Shukla, Bharadwaj, & Paras, 2025).

Several studies support the moderating role of OC in the relationship between SPP and survivability. When organizational culture is adaptive and learning-oriented, succession systems are more likely to produce competent leaders and enhance employee retention, thereby strengthening survivability outcomes (Okoh, Worlu, Oyewunmi, & Falola, 2021). Conversely, when succession planning is misaligned with cultural norms or dominated by informal loyalties, its benefits diminish. Sectoral research further shows that cultures emphasizing employee engagement, adaptability, and knowledge sharing enhance leadership development pipelines and improve resilience to external shocks (Talaja, Podrug, & Brešković, 2023). This evidence supports the assumption that OC moderates the SPP–survivability relationship by either amplifying or constraining the effectiveness of succession practices.

Beyond culture, governance structures, financial resources, and employee involvement shape how succession planning contributes to long-term sustainability. Transparent governance promotes fairness and accountability, while financial investment in leadership training enhances preparedness (Soegiarto et al., 2024; Bano, Omar, & Ismail, 2022). Inclusive succession processes also strengthen trust, reduce resistance, and build a collective sense of preparedness -key features of resilient organizations. Although these enabling conditions are not the main focus of this study, they contextualize how succession planning interacts with cultural factors to influence hotel survivability.

Despite its recognized importance, succession planning in Uganda's hospitality sector remains inconsistent and largely informal. Many hotels in Western Uganda operate within weak or undeveloped organizational cultures characterized by limited shared values, unclear norms, and low strategic cohesion (Aketch, Basheka, & Bagire, 2017). Such environments constrain talent development, inhibit leadership continuity, and fragment succession initiatives. Frequent leadership changes, high employee turnover, and exposure to external shocks such as economic downturns, political instability, technological disruption, and global health crises—further threaten the survivability of these hotels (Simanavicius, Jasinskas, & Svagzdiene, 2015). As Rothwell (2023) emphasizes, succession planning must be embedded within broader continuity strategies to mitigate these vulnerabilities.

Historical and contemporary cases illustrate the cost of neglecting structured leadership transition. The Breakers Hotel in Long Beach, California, collapsed financially during the Great Depression despite surviving physical disasters, largely due to poor leadership preparation and inadequate financial planning (Los Angeles Times, 1934). Similarly, the Imperial Hotel (formerly Palazzo Versace) faced reputational and operational

instability following the abrupt exit of its chief executive, underscoring the link between leadership continuity, organizational resilience and eventually survivability (Daily Telegraph, 2025). Such cases affirm that survivability depends not only on external resilience but also on internal leadership capacity and adaptive culture.

Theoretically, this study draws on three frameworks to explain the interaction among the study variables. The Dynamic Capability Theory (Teece, 2010) posits that organizations must build and reconfigure internal competencies to remain competitive in changing environments, positioning succession planning as a dynamic capability essential to adaptation and survivability. Groves' (2007) Integrated Succession Planning and Leadership Development Model (ISPLDM) highlights mentorship and structured skills development and internal promotion as foundations for continuity. The Tournament Theory (Lazear & Rosen, 1981) further explains how clear promotion pathways and performance-based competition motivate employees to develop leadership competencies. Together, these perspectives provide a strong theoretical rationale for examining how SPP and OC jointly influence hotel survivability.

Hotel survivability refers to an organization's capacity to sustain operations, adapt to changing environmental conditions, and maintain long-term competitiveness. This outcome is significantly shaped by the effectiveness of succession planning practices that ensure leadership continuity and organizational stability. Practices such as skill development (Singh & Ansari, 2024), mentorship (Akani, 2015), and internal promotion (Bozer & Santora, 2015) remain central to resilience and business continuity.

Taken together, succession planning practices and organizational culture are interdependent constructs that shape the long-term survivability of hotels. However, their combined influence in the Ugandan hospitality context remains underexplored.

This study therefore seeks to examine how structured succession planning practices affect hotel survivability in Western Uganda and whether organizational culture moderates this relationship.

1.2 Statement of the Problem

While macroeconomic conditions suggest strong potential for business growth, the auctioning of the Pearl of Africa Hotel (UGCA 302, 2023) and the conversion of Hotel Equatorial into a shopping mall (HCCDC 25, 2020) highlight the significant survivability challenges facing Uganda's hotel sector, part of the broader category of micro, small, and medium enterprises (MSMEs), of which only 8% survive beyond 15 years (Ministry of Trade, Industry and Cooperatives, 2025). For hotels to achieve survivability, it is desirable to implement effective succession planning, invest in mentorship and skill development, internal promotion and cultivate resilient organizational cultures that support leadership continuity and adaptability but many Ugandan hotels, akin to other enterprises in the country, continue to struggle with ineffective or nonexistent succession planning practices (PwC, 2021; Kakuru, 2017) .This is further compounded by organizational culture issues, including informal decision-making and underdeveloped structural systems (Waako & Korir, 2024; Aketch, Basheka, & Bagire, 2017).

Evidence indicates that many establishments face challenges such as limited adaptability to market changes, poor environmental sensing, constrained capacity for transformation, and deteriorating financial performance. (Opus Business Advisory Group, 2024; El-Said, Smith, Al-Yafaei, & Salam, 2023).These conditions may be attributed to inadequate mentorship, poor skill development, limited internal promotion structures, and weak organizational cultures faced by hotels(Uganda Hotel Owners

Association [UHOA], 2023; Mwesigwa, 2018), thereby undermining their survivability and resilience.

Conventional approaches to succession planning often assume formalized succession practices and stable organizational cultures, yet Ugandan hotels operate under conditions characterised by limited skills development and career progression, inadequate mentoring systems, and informal governance. These conditions challenge the universal applicability of existing models and highlight the need for more localized, context-sensitive insights into hotel survivability. The present study explores the effect of succession planning practices namely internal promotion, mentorship, and skill development on hotel survivability. It further examines how these practices influence organizational culture, and investigates the moderating role of organizational culture in the relationship between succession planning and hotel survivability.

1.3 Purpose of the study

The purpose of the study is to examine the effect of succession planning practices and organizational culture on hotel survivability in western Uganda.

1.4 Objectives of the study

The specific objectives include:

i.   To investigate how skill development shapes hotel survivability in western Uganda.

ii. To determine the effect of mentorship on hotel survivability in western Uganda.

iii. To assess the role of internal promotion on hotel survivability in western Uganda

iv. To determine the effect of organizational culture on hotel survivability in Western Uganda

v.   To analyse the effect of skill development on   organizational culture in hotels in Western Uganda hotels.

vi.   To evaluate the effect of mentorship on organizational culture in Western Uganda hotels.

vii.   To analyze the effect of internal promotion on organizational culture in Western Uganda hotels.

viii.   To investigate the moderating role of organizational culture in the relationship between succession planning and hotel survivability in Western Uganda.

1.5 Research Questions

1. What role does skill development play in hotel survivability in Western Uganda?

2. How do mentorship practices contribute to hotel survivability?

3. How do internal promotion practices in HR planning shape hotel survivability?

4. What is the perceived impact of organizational culture on hotel survivability in Western Uganda?

5. How does organizational culture shape succession planning practices and hotel survivability?

1.6 Research Hypotheses

The following hypotheses will be tested

H_{01}: Skills development has no effect on hotel survivability.

H_{02}: Mentorship has no effect on hotel survivability.

H_{03}: Internal promotion has no effect on hotel survivability.

H_{04}: Organizational culture has no effect on hotel survivability.

H$_{05a}$: Skills development has no effect on Organizational culture

H$_{05b}$: Mentorship has no effect on Organizational culture

H$_{05c}$: Internal Promotion has no effect on Organizational culture

H$_{0:6}$: Organizational culture does not moderate the relationship between succession planning practices and hotel survivability.

1.7 Significance of the study

This study addresses a critical gap in hospitality research by examining how succession planning practices, specifically skills development, mentorship, and internal promotion, interact with organizational culture to influence hotel survivability in Western Uganda. While succession planning is widely studied in family businesses and entrepreneurship, little attention has been paid to its application in hotels within developing economies. By situating succession planning within the cultural and operational realities of Ugandan hotels, the study advances an underexplored line of inquiry. The study contributes to the broader hospitality literature in developing economies. It demonstrates that embedding succession planning within cultural realities creates pathways for sustainability in business, ensuring that hotels remain competitive, resilient, and adaptive to market changes. In doing so, the study strengthens the theoretical and practical understanding of leadership transition in resource-constrained and culturally diverse contexts

The study holds significant economic and industry relevance. The closure, repurposing, and auctioning of hotels, including high-profile cases such as the Pearl of Africa Hotel, due to financial distress and accumulated debt, underscore the serious consequences of ineffective business management. These developments may, in part, reflect the absence of robust succession planning. Implementing effective succession planning practices

could therefore play a critical role in ensuring business continuity and long-term sustainability in the hospitality sector. This research therefore positions succession planning as a strategic survival mechanism rather than a peripheral HR activity, emphasizing its role in maintaining hotel viability and supporting Uganda's broader economic growth.

This study also makes a theoretical contribution by extending the application of Dynamic Capability Theory, Tournament Theory, and the Integrated Succession–Leadership Development Model to the hospitality sector. It demonstrates that succession planning is not only a structural HR process but also a dynamic capability shaped by organizational culture. This framing highlights how internal mechanisms such as mentorship and internal promotion can enhance adaptive capacity and long-term survivability, while weak systems aggravate vulnerability to disruptions.

Moreover, the study sheds light on the moderating role of organizational culture in shaping the effectiveness of these succession strategies. While succession planning is widely acknowledged as critical to organizational continuity, its interaction with internal cultural dynamics remains largely unexamined in the hospitality industry in Western Uganda. By positioning organizational culture as a moderating factor, the study provides a contextually rich understanding of how leadership continuity is shaped in Ugandan hotels, where informal practices strongly influence decision-making.

The study has practical significance for hotel managers and policymakers. It provides context-specific recommendations for institutionalizing succession planning, aligned with cultural practices. Such interventions are critical for improving with staff development, stabilizing leadership pipelines, retention of talent, reducing and sustaining service quality in Uganda's tourism-driven economy.

1.8 Scope of the Study

This study was geographically limited to the Western region of Uganda, comprising the sub-regions of Bunyoro, Tooro, Ankole, and Kigezi. These areas were selected for their growing participation in tourism and hospitality investment and their diverse organizational and cultural contexts. The study focused on town hotels registered with the Uganda Hotel Owners Association and operating within these sub-regions. Target respondents included management-level hotel staff general managers, departmental heads, human resource managers, and team leaders directly involved in leadership planning and organizational development.

Conceptually, the study examined succession planning practices through three key dimensions: skills development, mentorship, and internal promotion as independent variables. Organizational culture was conceptualized to exert both a direct influence on hotel survivability and a moderating effect on the relationship between succession planning practices and survivability. The study was guided by the Dynamic Capability Theory (DCT), Tournament Theory (TT), and the Integrated Succession–Leadership Development Model (ISLDM), which together provided a multidimensional framework for understanding leadership continuity in the hospitality sector.

The study covered the period between 2024 and 2025, during which primary data were collected. A mixed-methods design was adopted to combine quantitative measurement with qualitative interpretation. The empirical scope was limited to hotels located in Fort Portal Tourism City, Mbarara City, Hoima City, and Kabale Town within Western Uganda

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the literature reviewed for the study. It covers the conceptual review, a review of the literature objective by objective, a summary of key concepts, knowledge gaps, theoretical review and conceptual framework.

2.1 Hotel survivability

Hotel survivability refers to a hotel's capacity to withstand and adapt to both internal and external disruptions, ensuring its long-term existence and operational continuity (Melián-Alzola, Fernández-Monroy, & Hidalgo-Peñate, 2020). It encompasses the ability to respond to changing conditions, recognize trends, and implement strategic transformations that support resilience and financial health. In the broader literature, survivability is often referred to as business survival, and the terms are used interchangeably to describe a firm's ability to adapt to, withstand, and recover from disruptions while continuing operations over time (Najib et al., 2021; Hernandez et al., 2020).

Scholars in entrepreneurship and business management emphasize factors such as leadership, financial stability, skilled staff retention, and organizational flexibility as essential to survivability (El-Said et al., 2023; Alzoubi et al., 2024). Additionally, literature highlights elements like long-term endurance, adaptability, and recovery from setbacks. From a systems perspective, survivability has been defined as the ability to minimize the impact of finite-duration disruptions while continuing to deliver value and maintain core functionality (Richards et al., 2009)..In hospitality, Melián-Alzola et al. (2020) emphasized that survivability involves more than just reacting to disruptions; it requires strategic transformation to ensure long-term viability. Drawing from these

perspectives, this study defines hotel survivability as a hotel's capacity to adapt and respond effectively to internal and external changes through proactive sensing of environmental shifts, strategic transformation of operations and practices, and the maintenance of sound financial health that supports long-term resilience and continuity.

2.1.1 Dimensions of Hotel Survivability

This section synthesizes key literature on the dimensions of hotel Survivability used for the purpose of this study, drawing on the dynamic capabilities framework .Survivability of hospitality organizations in the face of external turbulence is influenced by a combination of interrelated factors, including strategic foresight, organizational age, accumulated experience, and service innovation. However, this study focuses on synthesizing key literature related to four core dimensions of organizational survivability: adaptability, sensing, transformation and financial health. These dimensions offer a future-oriented perspective, which aligns better with the goal of informing hotel survivability

2.1.1.1 Adaptability

Sott & Bender (2025) conceptualized adaptability as a deliberate and collective decision-making process by organizational members, resulting in concrete actions that narrow the gap between an organization and its economic or institutional environments. Within the hotel context, this concept of adaptability directly aligns with the survivability framework, which emphasizes the capacity of an organization to sense, respond to, and recover from environmental turbulence. Adaptability is increasingly recognized as a core competency that underpins the longevity and survivability of organizations, particularly in dynamic and crisis-prone industries like hospitality. Ahmad et al. (2019) argued that the ability to learn, evolve, and respond to change is essential for firms operating in volatile environments. In the wake of systemic

disruptions such as the COVID-19 pandemic, adaptability has emerged as a decisive factor in recovery and long-term resilience.

Alzoubi et al. (2024) highlighted the need for radical adaptability: Moving beyond short-term resilience, to commit to the continuous reassessment of operations, organizational culture, and strategic priorities. This proactive approach drives innovation across communication, collaboration, and service delivery ensuring that evolve in line with a dynamic environment. Likewise, Panza, Ville, & Merre (2017) and Napolitano, Marino,& Ojala(2015). pointed out that while business decline is often inevitable, those firms that adapt effectively are more likely to endure. Collectively, these studies underscore that adaptability is not merely a reactive response to disruption but a forward-looking, systemic capability.

When embedded into an organization's structure and culture, adaptability enables continuous reinvention and sustained competitive advantage in an ever-changing hospitality landscape notably, by framing adaptation as intentional, relational, conditioned, and convergent. Sott & Bender's (2025) view reinforces the idea that survivability depends on leadership systems that can evolve collectively and purposefully, ensuring smooth transitions and sustained performance amid uncertainty. This serves as a strategic mechanism for sustaining leadership continuity and ensuring succession readiness. When hotel leaders intentionally adjust structures, leadership roles, and cultural practices in response to shifting market and institutional pressures, they foster resilience and continuity. Thus, adaptation reflects not only operational flexibility but also an embedded leadership capability where future leaders are identified, mentored, and empowered to carry forward the organizational mission.

2.1.1.2 Sensing

Sensing encompasses an organization's ability to monitor, anticipate, and interpret environmental changes such as evolving customer preferences, regulatory shifts, and emerging technologies, which enables firms to respond proactively to turbulence and opportunity (Teece, 2007; Fainshmidt & Frazier, 2017). In hospitality, this capability is vital for maintaining competitiveness in fast-changing markets. El-Said et al. (2023) perceived the hospitality sector as a complex adaptive system, where survival hinges on a firm's ability to sense environmental changes, respond strategically, and institutionalize learning. In a similar vein, Fainshmidt and Frazier (2017) emphasize that sensing is not merely a technical task of environmental scanning, but a socially embedded process enhanced by trust-based organizational climates. In such environments, open communication, psychological safety, and knowledge sharing empower employees to surface weak signals and challenge prevailing assumptions, deepening the organization's sensemaking capacity.

Empirical hospitality research supports this view. Visentin et al. (2021) found that during the COVID-19 crisis, hoteliers relied heavily on their relational networks to sense change and guide adaptation. However, their study also reveals a paradox: overreliance on trusted networks can reduce objectivity in crisis detection, underscoring the need for diverse information channels. Similarly, Amar et al. (2022) show that superior technological infrastructure enhances hotels' opportunity awareness, allowing them to detect innovation prospects earlier—closely aligning with sensing in the dynamic capabilities framework. Fatoki (2021) further demonstrates that sensing capability significantly impacts firm performance by facilitating innovation, offering robust empirical support for its strategic importance in hospitality. Collectively, these findings suggest that effective sensing blends technological tools, social dynamics, and

organizational culture to support agile and informed decision-making in an increasingly uncertain environment.

2.1.1.3 Transformation

Transformation capability reflects a firm's ongoing ability to renew internal structures, processes, and human capital in response to environmental shifts, ensuring long-term competitiveness and adaptability (Fainshmidt & Frazier, 2017). In the hospitality sector, transformation often involves technological upgrades, staff retraining, and reconfiguration of service delivery systems. As Fainshmidt and Frazier (2017) argued, transformation enables strategic adjustments to be embedded within organizational routines. The effectiveness of this process depends on structural flexibility and a trust-based environment that fosters collaboration and minimizes resistance to change. Notably, transformation is a continuous process that involves aligning an organization's resources with external demands, rather than a one-time initiative.

Empirical evidence from Muhtasom, Abd. Ahmad, and Rahman (2020) revealed that digital transformation in hospitality relies on employees' readiness to embrace change, highlighting the importance of socio-psychological factors in this process. Their study highlighted that full engagement in hospitality transformation is hindered by gaps in management support, perceived efficacy, and personal alignment. The findings highlight that transformation in the hospitality industry involves socio-psychological dimensions as significantly as technological advancements. To drive effective transformation, hotel leaders must prioritize both infrastructure investment and employee empowerment, training, and transparent communication. This fosters a culture that encourages experimentation, minimizes uncertainty, and accelerates adaptive change.

2.1.1.4 Financial Health

Financial health refers to an organization's ability to sustain operations and weather uncertainty, encompassing factors like liquidity, solvency, profitability, and operational efficiency (López-Gutiérrez et al., 2015; Rhyne, 2020). Effective financial management, including careful credit use, controlled debt levels, and strategic profit reinvestment, is crucial for organizational stability (Driel et al., 2015). Research indicates that poor financial health is linked to negative cash flow, excessive debt, and eventual insolvency, which can significantly impact a company's survivability position (Michalkova et al., 2018; Valaskova & Constantin, 2018). Conversely, robust financial performance can enhance stakeholder trust and reinforce the firm's ability to adapt and grow, especially in volatile environments (Kusuma, Putra, & Perdana, 2022). Ibidunni et al. (2022) also highlighted the significance of financial resilience, particularly the role of liquidity reserves, contingency planning, and robust supply networks as critical in supporting business continuity in times of crisis. However, Gemar et al. (2019) caution that financial structures do not uniformly predict survival outcomes in hospitality. According to Alvarado Lagunas et al. (2018), contextual and behavioral factors, such as small business owners' survival-driven mindset, may modify the financial-survival link. Despite these nuances, the overarching consensus in the literature is clear: financial prudence, adaptability, and strategic foresight remain foundational to long-term business continuity and competitiveness related perspectives to explain how hotels sustain performance over time.

According to the literature, hotel survivability is a dynamic concept comprising multiple interrelated components that function collectively to adapt to changing conditions. Research indicates that long-term business continuity and competitiveness in the hotel industry are largely driven by financial prudence, adaptability, and strategic

foresight. For hotels in Uganda and similar emerging markets, cultivating these interlinked attributes can enhance resilience, competitiveness, and long-term survivability in an increasingly uncertain global context

2.2 Succession Planning Practices

Succession planning is a crucial organizational strategy aimed at ensuring leadership continuity, knowledge retention, and workforce preparedness (Rothwell, 2023; Phillips, 2020). It is a structured and proactive process that helps organizations mitigate the risks associated with leadership transitions. Succession planning is widely recognized as essential for the long-term sustainability of organizations, with scholars identifying several critical components. According to Darby (2024), succession planning is a proactive and deliberate process of identifying, developing, and preparing employees to assume key roles, ensuring that institutional knowledge and capability remain intact.

This study centers on Succession Planning Practices (SPPs) as its primary area of interest. Succession Planning Practices (SPP) is a higher-order construct, with Skill Development, Mentorship, and Internal Promotion feeding into it. The figure 2.1 below illustrates that the components collectively form the SPPs.
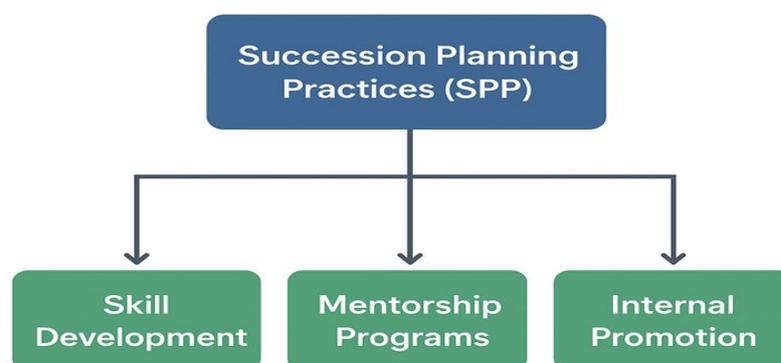
Figure 2.1: Succession Planning Practices as a Higher-Order Construct of Skill Development, Mentorship, and Internal Promotion

In the context of organizational continuity, succession planning has increasingly been recognized as a strategic mechanism for ensuring leadership sustainability and long-term survivability. Various scholars have outlined key elements such as talent retention, turnover rate, career development, supervisors' support, organizational conflicts, nepotism, knowledge retention, and evaluation processes to support succession systems (Diya & Mansor, 2019; Fapohunda, 2015; Osinbajo et al., 2011). However, skill development, mentorship, and internal promotion emerge as central and actionable in practice.

Groves (2017) and Ali and Mehreen (2020) emphasized that skill development is the cornerstone of effective succession planning, achieved through early talent identification, competency modeling, structured leadership development, and continuous enhancement of employees' knowledge and abilities to prevent managerial capacity gaps. Darby (2024) reinforced this by describing succession planning as a deliberate process of preparing employees for key roles, ensuring that institutional knowledge and organizational capability are preserved.

In addition, mentorship facilitates knowledge transfer, confidence building, and exposure to leadership challenges, forming a critical pillar of succession planning (Akani, 2015; Santos et al., 2025). Evidence shows that both technical and soft skills, including communication, teamwork, and emotional intelligence, are nurtured through mentorship, fostering well-rounded leaders capable of sustaining service quality, organizational growth, and succession readiness (Kaleem & Lukman, 2023). Furthermore, internal promotion is highlighted as an effective strategy for cultivating successors from within the organization, reinforcing loyalty and continuity (Bozer, Kuna, & Santora, 2015; Darby, 2024). By providing structured pathways for

advancement, internal promotion ensures that the organization retains critical talent while maintaining operational stability and leadership continuity.

Within the broader succession planning framework, these components operate as mutually reinforcing mechanisms. Skill development equips employees with the technical and managerial competencies needed for higher responsibilities, enhancing the organization's adaptive capacity in a dynamic hospitality business market. Mentorship acts as the pathway for transmitting tacit knowledge, organizational values, and leadership behaviors, thereby preserving cultural continuity and institutional memory. Internal promotion, in turn, provides a structured path for recognizing and advancing capable employees, reinforcing a culture where promotions and career advancements are based on an employee's abilities, performance, and achievements, rather than on favoritism, seniority, personal relationships, or other non-performance-related factors, thereby reinforcing organizational loyalty.

Together, these processes ensure that leadership transitions are both smooth and credible, minimizing disruptions that could threaten operational stability. From a survivability perspective, these practices play a pivotal role in sustaining organizational adaptability and resilience. Continuous skill upgrading fosters a workforce capable of responding effectively to crises and shifting customer demands, while mentorship strengthens cohesion and confidence among emerging leaders. Internal promotion nurtures trust and commitment, reducing turnover and preserving strategic consistency during leadership transitions. Empirical studies in the hospitality sector (Santos et al., 2025; Kaleem & Lukman, 2023) support this view, indicating that organizations that invest in these integrative practices demonstrate superior continuity, service quality, and post-crisis recovery.

The studies affirm that skill development, mentorship, and internal promotion not only define the operational essence of Succession Planning Practices (SPP) but also constitute the strategic link between succession planning and hotel survivability. These dimensions provide the conceptual foundation for this study, which examines their individual contributions to the long-term survivability of hotels in Western Uganda. Subsequently, they are integrated as a higher-order construct in a moderation analysis involving organizational culture.

2.3 Conceptualising Skills Development in Hospitality

In the hotel industry, skills development involves the intentional enhancement of employees' technical, managerial, strategic, and interpersonal competencies (World Economic Forum, 2023). Technical skills refer to job-specific abilities that enable staff to perform their duties efficiently while upholding high service standards (Robert, 2024). According to the author, soft skills, such as communication, emotional intelligence, and teamwork, facilitate effective collaboration and a cohesive work environment. On the other hand, managerial skills are crucial for supervising operations, leading teams, and ensuring that organizational objectives are achieved, forming a vital foundation for leadership continuity and operational resilience. Meanwhile, strategic skills involve the capacity to anticipate challenges, innovate processes, and adapt to changing market conditions, which is particularly critical in times of disruption.

A well-structured skills development strategy empowers employees to perform effectively in their current roles while preparing them to step into future leadership positions, helping to retain institutional knowledge and maintain organizational continuity. As such, it serves as a foundation of succession planning practices (SPP), alongside mentorship and internal promotion. In this way, skills development directly

supports hotel survivability by preparing a resilient leadership pipeline capable of navigating volatility and sustaining long-term performance.

2.3.1 Dimensions of Skill Development

The hotel industry utilizes various methods for skill development, such as e-learning, professional certification programs, cross-functional assignments, and empowerment initiatives, to create a versatile workforce. For the purpose of this study, the focus is placed on three key dimensions: competence identification, training and development, and job rotation. These strategies are crucial for identifying leadership potential, developing transferable skills, and exposing employees to diverse operational areas, thereby strengthening succession planning in dynamic hospitality settings.

2.3.1.1 Competence Identification

Competence identification serves as the foundational step in structured skill development, allowing organizations to diagnose the knowledge, skills, and behaviors necessary for effective performance and leadership continuity. Hidayat, Surya, Robiyanti, and Purwaningsih (2022) demonstrated this principle in rural tourism, showing that identifying digital competencies enables targeted interventions, equipping business owners to leverage technology for improved performance. Similarly, research in hospitality emphasizes creating precise training programs that improve service quality and employee adaptability by addressing both technical and soft skills, such as communication, problem-solving, and time management (Ramart, 2025; Raras, Oktaria, Barusman, & Habiburahman, 2024).

By clearly identifying the necessary competencies, organizations can tailor skill development to align with performance goals, ensuring that training and experiential programs address both immediate operational needs and long-term strategic priorities.

Competence identification shapes training design, supports leadership continuity, and contributes to organizational sustainability by enabling employees to adapt to technological, market, and operational changes while maintaining high performance standards. The Hidayat et al. (2022) study reaffirms that identifying and developing core competencies is essential to achieving both short-term performance targets and long-term organizational resilience in hospitality businesses

2.3.1.2 Training and Development

Training and development are central mechanisms in the skill development process, equipping employees with the competencies needed to perform effectively in current and future roles. Training is generally short-term and task-oriented, focused on enhancing immediate job performance, whereas development is longer-term and strategic, aimed at preparing employees for higher-level responsibilities (Arulsamy, Singh, Kumar, & Panchal, 2023; Prasanth, 2015). Both processes contribute to improved employee capability, morale, and motivation, which directly affect organizational performance and survivability.

Mulat and Singh (2019) highlight the importance of leadership training in building intrapersonal and interpersonal skills that sustain an organization's success, while Riesner et al. (2025) demonstrate that structured training programs improve productivity, job satisfaction, and retention. Beyond performance improvement, training and development serve as a source of motivation by demonstrating the organization's commitment to supporting employees' career advancement. Arulsamy et al. (2023) found that organizations implementing robust training initiatives report enhanced morale, stronger perceptions of job security, and higher employee

engagement. These outcomes collectively foster a committed workforce aligned with organizational goals.

In the hospitality context, continuous training has been identified as vital to sustaining service quality and operational efficiency. Scholarly work from Chughtai, Syed, Naseer, and Chinchilla (2023) and Chung, Wang, and Tsai (2014) affirms that leadership and skills training contribute to adaptability and innovation, enabling hotels to meet dynamic customer expectations and improve competitiveness. Training and development act as the practical mechanism for skill development, translating identified competency gaps into tangible progress. Through structured learning opportunities, organizations equip employees with not only technical skills but also the managerial and behavioral competencies necessary for sustained leadership and organizational growth. Bulog et al. (2017) assert that in the hospitality sector, leadership development through training provides a sustained competitive advantage. Thus, by fostering capable, motivated, and future-ready employees, training and development reinforce both operational excellence and the long-term survivability of organizations.

2.3.1.3 Job Rotation

Job rotation refers to the deliberate and planned movement of employees between positions, either functionally or geographically, to broaden their knowledge and experience (Saxena, 2019). As an experiential learning strategy, it exposes employees to varied tasks and work environments, encouraging skill diversification and professional growth.

Kampkötter, Harbring, and Sliwka (2016) describe job rotation as a strategic organizational tool designed to develop employees' skills, broaden their experience, and motivate high performers. However, its effectiveness in improving performance

largely depends on the employee's initial competence and experience. Jasmine and Kania (2022) found that successful job rotation is often predicted by employees' existing skills, suggesting that the process should be intentionally structured to enhance developmental outcomes, reinforcing its role as a learning tool. Thus, job rotation helps individuals understand different operational perspectives, improving problem-solving ability and overall leadership readiness. It functions as a practical extension of training and competence identification, bridging learning and real-world application. Recent studies consistently portray job rotation as a strategic dimension of skill development that strengthens both employee capability and organizational performance. Ngatimun (2023) demonstrated that job rotation significantly improves employee performance, with job satisfaction mediating this relationship, indicating that learning through rotational experiences enhances motivation and engagement. Similarly, Alias, Othman, Koe, Krishnan, and Romaiha (2024) found job rotation to be the strongest predictor of job satisfaction in Malaysia's public sector, highlighting its potential to create a dynamic work environment that fosters multitasking and continuous learning.

Suleman, Bingab, Boakye, and Sam-Mensah (2022) caution, however, that rotation must be structured as a developmental and career growth opportunity rather than a punitive measure to achieve its intended benefits. As a result, job rotation is crucial for continuous skill development, enriching employees' skill sets through exposure to various organizational functions, fostering leadership potential, adaptability, engagement, and organizational survivability.

2.3.2 Skills Development and Survivability

The literature demonstrates that skill development serves as a pillar of organizational resilience and long-term survivability. Through the Hotel Employee Resilience during a Crisis (HERC) framework, Zhang et al. (2023) showed that resilience encompasses

resistance, adaptability, cooperation, restoration, and thriving, dimensions that are all rooted in employees' ability to learn and apply skills flexibly during and after crises. These insights underscore that employee skill development is not simply a human resource function but a strategic mechanism for maintaining operational continuity and achieving post-crisis growth.

Empirical research in African contexts (Dialoke & Ebikeseye, 2017; Promise-Elechi, 2023) supports the notion that structured training and talent development programs enhance employee competence, motivation, and agility, thereby improving organizational robustness during uncertainty. For instance, Promise-Elechi (2023) demonstrated that hotels investing actively in talent development exhibit stronger firm agility, while Onyebuchi (2018) linked human capital development to innovation and long-term competitiveness. These findings indicate that organizations that regularly upgrade their workforce's skills develop adaptive strength, which is crucial for survival in volatile environments.

While some scholars emphasize formalized, structured training as the foundation of capability building (Boadu, 2014; Prasanth, 2015), others highlight experiential learning approaches such as job rotation as cost-effective alternatives for enhancing adaptability (Eriksson & Ortega, 2006). Jasmine and Kania (2022) argued that such methods deepen leadership potential and productivity through hands-on exposure. In hospitality contexts, where service delivery and guest satisfaction depend on adaptability and teamwork, combining these methods builds both technical proficiency and strategic insight. Waruiru and Kagiri (2013) further illustrate that integrating job rotation and training within succession planning improves employee readiness for leadership transitions and supports organizational adaptability.

A key debate in the literature concerns the balance between short-term skill training and long-term professional development. Prasanth (2015) observes that many organizations focus narrowly on task-oriented training to meet immediate operational demands, often neglecting leadership development. Scholars like Georgescu et al. (2024) argued that aligning strategic human resource management practices with an adaptive organizational culture enhances resilience, enabling employees to adapt, learn, innovate, and thrive. According to their findings, such alignment fosters creativity, embraces change, and supports thriving in uncertain conditions. This ongoing debate highlights a conceptual tension between efficiency-driven training and sustainability-driven development. For hotels facing high staff turnover and resource constraints, integrating both perspectives into a unified skill development framework ensures operational efficiency without compromising future leadership continuity.

Organizational learning serves as a link between individual skill acquisition and firm-level resilience. Edeh et al. (2024) showed that hotels effectively organizing learning and knowledge-sharing processes are better equipped to anticipate crises and recover efficiently. Learning is thus viewed as a cultural orientation that transforms skill development into an ongoing, organization-wide adaptive process, rather than merely an internal function. Survivability is shaped not only by employees' skills and knowledge but also by the organization's ability to continuously reconfigure and apply that expertise to meet evolving guest expectations, market trends, and operational disruptions.

On a broader level, environmental factors affect the effectiveness of skill development efforts. Chen, Feng, and Guo (2024) demonstrated that economic pressures, such as rising minimum wages, can threaten hotel survival, underscoring the need for continuous workforce development and strategic human resource planning.

Therefore, investing in technology and digitalization with targeted skills development can offset these pressures by boosting operational efficiency and workforce adaptability. The reviewed studies underscore the critical role of skill development especially in leadership and customer service in enhancing hotel competitiveness and long-term survivability. However, notable gaps remain in the literature, including a shortage of hospitality-specific empirical research, particularly within the African context, and a limited exploration of the effectiveness of different training approaches and how they impact organizational survivability.

Based on the literature review and identified research gaps, the following hypothesis is proposed:

H₀: There is no significant effect of skills development on hotel survivability.

2.4 Conceptualizing Mentorship

Mentorship is a developmental relationship in which an experienced individual supports the learning and professional growth of a less experienced colleague (Marzano & Zorzi, 2020). It includes both formal and informal processes, such as structured pairing programs and naturally occurring supervisory interactions, all aimed at building competence, confidence, and career progression. In hospitality settings, where advancement depends on experiential learning and tacit knowledge transfer, mentorship provides an essential avenue for developing future leaders and maintaining service quality.

Mentorship facilitates psychosocial support, professional socialization, and empowerment (Jeske & Linehan, 2020; Jeyaraj & Haran, 2019). It helps transmit institutional norms and values that shape guest-centered service culture while enhancing readiness for leadership succession (AL Hilali, Al Mughairi, Kian, & Karim,

2020).Similarly, Akani (2015) noted that mentorship influences the development of values and attitudes required for career success, creating an internal leadership pipeline vital for continuity in service organizations. Recent perspectives describe mentorship as a reciprocal and evolving relationship that combines guidance, coaching, teaching, and reflection (Kim, Pleasants, Sullivan, & Linsky, 2025). This approach suits the hospitality industry, where employees face high emotional demands and require both professional and emotional support.

Studies by Krishna et al. (2023) and Cronje, Terblanche, and Theron-Wepener (2025) show that mentorship also builds entrepreneurial and managerial competencies, with consultative mentoring styles enhancing problem-solving and innovation. In hospitality, mentorship functions as a strategic human capital development mechanism that strengthens technical proficiency, emotional intelligence, and leadership capacity while preserving organizational culture. By aligning individual growth with institutional objectives, mentorship contributes to both employee development and the long-term survivability of hotels.

2.4.1 Indicators of Mentorship

Key indicators of effective mentorship in the hospitality sector center on fostering both interpersonal relationships and professional development. Examples of such indicators include the development of operational expertise, leadership competencies, enhanced confidence, improved performance and problem-solving capacity. However, the present study specifically focuses on confidence building, networking, and coaching as key dimensions of mentorship.

2.4.1.1 Networking

Networking in mentorship helps mentees establish professional relationships within and beyond their organizations. Alemdar et al. (2022) and Duwenig et al. (2025) highlighted that such networks promote collaboration, visibility, and access to growth opportunities. Networking enables knowledge exchange, professional visibility, and leadership exposure.. Within well-designed mentorship programs, particularly formal and multi-level formats (Mullen & Klimaitis, 2021), structured networking fosters relationships that enhance leadership abilities and role clarity (Jeyaraj & Haran, 2019).This is achieved through information sharing and fostering interdepartmental and cross-functional connections

As a channel for informal learning and a platform for adaptive performance, networking allows mentees to access diverse perspectives and organizational resources (Cangialosi et al., 2023; Tajeddini, Martin, & Ali, 2020)). Studies have shown that mentees embedded in rich professional networks gain competence more rapidly and adapt to evolving work demands with greater agility (Inkson et al., 2015 In Hartung, Savickas, & Walsh (2015). In terms of organizational sustainability, Zhao & Burt (2018) found that leaders with broader, less constrained networks contribute to higher business survival and asset returns, while those with constrained networks are often associated with organizational decline.

Furthermore, networking fosters the creation of internal social capital, which is essential for succession planning and long-term resilience (Nolan & Garavan, 2019). By connecting emerging leaders with strategic actors both within and outside the organization, networking embeds continuity mechanisms that transfer knowledge and also build the relational capital necessary for enduring success. In hospitality enterprises, networking facilitates partnerships, benchmarking, and knowledge

exchange, yet its role in organizational survivability or succession preparedness has received minimal attention.

2.4.1.2 Coaching

Coaching-oriented mentorship emphasizes continuous learning, feedback, and self-reflection. Within mentorship frameworks, coaching functions as the action-oriented, developmental arm that transforms guidance into measurable growth. Coaching operationalizes relational support and knowledge transfer, through goal setting, feedback, and reflective learning (Grant, 2017). Through stimulating mentees' potential, strengthening teamwork, and translating organizational values into personal growth, coaching promotes a structured and supportive engagement rather than passive observation

According to previous studies, coaching significantly enhances leadership continuity and performance excellence. Cronje, Terblanche, and Theron-Wepener (2025) highlighted that coaching enhances leaders' clarity of vision, decision-making, and resilience under uncertainty, which are key attributes for sustaining leadership pipelines. Similarly, Halliwell, Mitchell, and Boyle (2023) found that leadership coaching cultivates emotional intelligence and authentic, change-oriented leadership behaviors, both of which underpin the adaptability and moral grounding needed in leadership transitions. Neupane (2015) further evidenced a positive and significant correlation between coaching and overall organizational performance, suggesting that consistent coaching interventions improve individual capacity and institutional outcomes as well.

Through the development of learning agility, coaching plays a vital role in ensuring long-term organizational resilience and succession readiness. By providing consistent

coaching, potential successors gain the self-assurance and skills necessary to take on hire roles, which lessens leadership voids. According to Grant (2017), coaching fosters a continuous leadership development culture, which stabilizes performance across generations of management.

In a similar vein, Al Hilali et al. (2020) argued that coaching is increasingly viewed as a vital developmental technique across sectors, and that when it is properly structured and supported it plays a crucial role in developing and sustaining individual competencies that benefit both the person and the organization. They further maintained that although coaching is popular, there is a clear need to understand its function both conceptually and practically, particularly with regard to competency development, so that organizations can move beyond ad-hoc use and build sustainable capability.

2.4.1.3 Confidence building

Confidence building operates as a core mechanism within mentorship frameworks by fostering self-efficacy, reflective practice, and professional identity development. In Ali and Adel's (2020) study, a structured six-week mentoring program led to notable increases in participants' confidence, competence, and role clarity. These were achieved through deliberate strategies such as goal setting, peer collaboration, and co-teaching. These components reflect an intentional mentorship design that prioritizes growth through experience, reflection, and feedback. Similarly, Baluku, Matagi, and Otto (2020) emphasized that self-efficacy acts as a link between mentoring and performance outcomes, suggesting that confidence building drives competence and success as well.

Broadly, confidence-building supports leadership continuity by preparing individuals to take on more complex roles with assurance. Therefore, confidence-building can act

as a developmental outcome of well-designed mentorship, with direct implications for leadership continuity.

2.4.2 Mentorship and Survivability

Mentorship has long been recognized as a critical factor in individual and organizational development, particularly in environments characterized by uncertainty, stress, or limited resources. Attention has been given to the role of mentorship in enhancing survivability which is defined as the ability to endure, adapt, and thrive amid challenges. This literature review explores the intersection of mentorship and survivability across various contexts, examining how mentorship relationships contribute to resilience, adaptive capacity, and long-term success. By synthesizing key findings from existing studies, this review aims to highlight both the theoretical foundations and practical implications of mentorship as a tool for fostering survivability in dynamic hospitality environments

Liu, Zhuang, Leong, Wu, & Huan (2024) reported that both vertical and horizontal forms of mentorship significantly enhance internship satisfaction and professional learning among hospitality interns. They explained that mentorship functions as a multidimensional construct, whereby hierarchical mentor-mentee relationships provide guidance and career knowledge, while collegial peer-to-peer interactions foster collaborative learning and social support. The authors concluded that such structured mentorship directly contributes to organizational continuity by preparing future employees for professional roles. Similarly, Cronje, Terblanche, & Theron-Wepener (2025) observed that the coaching element of mentorship among survival-driven entrepreneurs increased confidence, improved decision-making, and enhanced adaptive performance. They argued that sustained mentor-mentee engagement equips entrepreneurs with critical skills for navigating uncertain environments, directly

supporting business survivability. In a similar vein, Mackie & Musah (2025) found that managers in Nigerian small-scale enterprises perceived business mentoring as a tool that improved access to credit and facilitated capacity development. Their study indicated that these mentorship-driven enhancements directly contributed to business continuity and resilience, highlighting its strategic role in sustaining operational performance. In the hospitality sector, Neupane (2015) confirmed that coaching positively influences employee performance and organizational outcomes in the UK hotel industry. The author explained that structured mentorship interventions develop competencies, foster teamwork, and strengthen organizational processes, all of which contribute directly to hotel survivability. Clayton (2024) similarly reported that mentored start-ups outperformed non-mentored firms financially, though he noted that the magnitude of this effect varied by context. The author suggested that mentorship facilitates the transfer of knowledge, strategic skills, and operational practices, thereby reinforcing organizational performance and survivability capacity. Complementing this, empirical evidence from SCORE (2018) and the U.S. Small Business Administration (2019) also demonstrated that mentored businesses exhibit higher survival rates than non-mentored ones. These findings were interpreted as showing that mentorship provides both technical guidance and relational support, which collectively enhance organizational stability.

The strategic value of mentorship in leadership development has also been highlighted by Marzano & Zorzi (2020), who argued that mentoring high-potential employees strengthens leadership pipelines and prepares them for future managerial responsibilities. This helps to retain critical expertise and operational values within an organization, reducing vulnerability to knowledge loss due to staff turnover or retirement. Al Hilali et al. (2020) further emphasized that mentorship supports the

preservation of institutional knowledge and service standards, directly reinforcing organizational continuity and long-term performance. This continuity safeguards core functions and supports consistent performance over time. The strategy enhances the organization's adaptive capacity, a crucial trait for survivability. Collectively, these studies suggest that structured mentorship interventions not only develop individual competencies but also function strategically to enhance leadership capacity, institutional continuity, and overall organizational survivability. Mentorship is crucial for enhancing organizational performance and survivability. It improves professional learning, satisfaction, entrepreneurial confidence, decision-making, and adaptive performance. Mentored firms consistently outperform non-mentored ones in survival and financial outcomes. In the hospitality and organizational leadership context, mentorship strengthens leadership pipelines, preserves institutional knowledge, and maintains service standards. Although the literature emphasizes the developmental value of mentorship, its actual contribution to strategic outcomes such as hotel survivability remains limited. Thus, the study posits a null hypothesis.

H_0: Mentorship has no effect on hotel survivability.

2.5 Conceptualising Internal Promotion

Internal promotion is a strategic human resource practice that involves advancing existing employees to higher positions within an organization based on their performance, skills, experience, and leadership potential (DeVaro & Morita, 2013). Generally, internal promotion involves an increase in responsibility, authority, decision-making scope, and compensation. It is a process through which organizations fill higher-level or more complex roles by advancing their current employees who have demonstrated competence, commitment, and alignment with organizational values. Internal promotion thus functions as both a reward for performance and a

developmental strategy to sustain leadership pipelines and institutional knowledge. Notably, internal promotion does not include lateral transfers, where an employee moves to a different role or department at the same hierarchical level without a significant change in authority or pay. Likewise, it excludes external hiring, which involves recruiting candidates from outside the organization to fill vacant or newly created positions. Unlike these processes, internal promotion emphasizes advancement from within, reflecting an organization's commitment to career growth, talent retention, and internal succession development.

Scholars have emphasized that internal promotion serves both motivational and recognition purposes, identifying it as an important driver of employee satisfaction, engagement, and professional growth (Aloufi, Alabri, & Elshareef, 2025; Mishra, 2025). According to Tournament Theory, promotions act as competitive incentives for top-performing employees, encouraging them to improve performance and dedicate greater effort toward achieving organizational objectives (Lazear & Rosen, 1981). For this study, internal promotion refers to the structured process of advancing employees within the organization, with a focus on key dimensions such as compensation, equity and fairness, and recruitment practices. In the context of hotels, effective internal promotion is particularly relevant because it fosters competition, incentivizes productivity, strengthens leadership continuity, and reduces turnover, all of which are critical for hotel survivability. By examining promotion practices through pay, fairness, and internal recruitment, the study addresses research questions concerning how internal promotion practices influence employee performance and overall organizational survivability in hotel environments.

2.5.1 Dimensions of Internal promotion HR planning

Internal promotion HR planning plays a critical role in ensuring organizational continuity, motivation, and long-term survivability especially in the hospitality sector. Scholars highlight several key dimensions that influence the effectiveness of internal promotion systems. These include policy transparency, which ensures clarity in pay and promotion procedures (Luu, Mai, Dang, & Vu, 2022); merit-based advancement, which prioritizes employee performance and competence in promotion decisions (Baum, 2015); and formalization, where structured rules and procedures reduce subjectivity and align promotions with strategic HR policies (Gim & Desa, 2014).

However, this study will focus specifically on pay, equity, and recruitment practices as the most contextually relevant dimensions of internal promotion within Ugandan hotels. These three aspects directly shape employees' perceptions of fairness and opportunity in environments where financial reward systems, procedural justice, and internal mobility are often contested. Pay and incentives reflect the economic value organizations attach to employee growth, equity ensures procedural and distributive justice in promotion decisions, and recruitment practices determine whether internal candidates are genuinely prioritized over external hires. Collectively, these dimensions provide the most practical lens for assessing how internal promotion systems influence employee motivation and hotel survivability in resource-constrained and culturally diverse settings

2.5.1.1 Pay

Pay functions as both a transactional and symbolic element within internal employee promotion frameworks. The literature illustrates that while pay directly rewards new responsibilities, it also communicates the organization's valuation of employee contribution and fairness. Yildirmaz, Ryan, and Nezaj (2019) demonstrate that even in

sectors with limited upward mobility, such as leisure and hospitality, substantial pay increments attached to promotion, averaging over 30 percent, transform rare promotions into powerful motivators. This dynamic underscores how pay operates as a strategic reinforcement of internal promotion systems: when financial rewards visibly reflect increased responsibility, employees perceive promotions as credible recognition rather than procedural formality. Similarly, Robianto, Masdupi, and Syahrizal (2020) stress that perceptions of fair compensation relative to expanded duties are essential for sustaining engagement, implying that pay equity is not merely an HR compliance matter but a psychological contract that legitimizes internal promotion. Conversely, Otto et al. (2021) note that the satisfaction boost following promotion tends to wane over time, particularly along gender lines, highlighting that while pay can stimulate short-term motivation, enduring engagement requires continuous recognition and equitable career progression.

In relation to leadership continuity and performance outcomes, pay operates as a lever for sustaining performance momentum after promotion. Studies on performance-linked compensation (Lucifora & Origo, 2022) reveal that pay-for-performance schemes enhance firm productivity when aligned with clear metrics and employee understanding of performance expectations. However, when mismanaged, such systems may induce stress or perceived inequity, potentially undermining morale and leadership cohesion. Furthermore, Tomprou et al. (2022) show that individualized work arrangements (i-deals) influence both pay and promotion outcomes: developmental i-deals tied to skill growth and mutual trust are more likely to yield positive performance results than purely accommodative arrangements. This implies that pay's motivational power within leadership pipelines is maximized when integrated into developmental

frameworks that reward growth, teamwork, and initiative rather than narrow output metrics.

From an organizational sustainability and succession planning perspective, pay equity and structure play a crucial role in talent retention and leadership pipeline stability. Consistent with Robianto et al. (2020), equitable pay sustains engagement and reduces turnover intentions—vital for organizations seeking to nurture promotable internal talent rather than constantly replacing it through external hires. When pay systems fairly reflect both responsibility and contribution, they enhance loyalty and signal institutional commitment, strengthening the foundation for sustainable succession. However, the diminishing motivational returns identified by Otto et al. (2021) caution against relying solely on financial incentives; a sustainable pay strategy must integrate non-monetary recognition, developmental opportunities, and transparent advancement criteria. Furthermore, Lucifora and Origo's (2022) evidence on productivity-linked pay suggests that balanced, performance-sensitive compensation can sustain competitiveness while maintaining employee trust, provided the evaluation criteria are transparent.

2.5.1.2 Equity

Equity serves as a foundational element in internal employee promotion frameworks, influencing fairness perceptions, retention, and long-term organizational trust. When promotion systems are formalized and transparent, employees gain clarity on advancement criteria and procedures, reinforcing procedural fairness and commitment to the organization. Robianto, Masdupi, & Syahrizal (2020) emphasize that structured and visible promotion policies cultivate confidence and equal access to opportunity, while Tumuhairwe & Nyakundi (2025) confirm that transparent and equitable systems significantly enhance employee retention by fostering a sense of justice and inclusivity.

In this sense, equity operates not only through formal structures but also through perceived fairness, employees' belief that promotions genuinely reflect merit and effort.

Fair and merit-based promotion systems also play a vital role in leadership continuity and performance outcomes. When employees perceive fairness in promotion and development opportunities, they are more motivated to perform and aspire toward leadership positions. Adisa & Juma (2023) explain, through the lens of equity and expectancy theories that employees' motivation is shaped by both fair processes and fair outcomes. Duru et al. (2023) provide empirical backing, showing that perceptions of fairness in promotional opportunities enhance performance levels, though they also caution that fairness perceived selectively toward management can create unintended tensions. This suggests that the benefits of equity materialize fully only when fairness is consistently experienced across organizational levels.

Ultimately, equity underpins organizational sustainability and effective succession planning. By promoting fairness and transparency in promotions and pay, organizations strengthen employee loyalty and reduce turnover, ensuring a steady pipeline of qualified internal leaders. Peprah & Peprah (2024) highlight that equitable compensation practices, such as equal pay for equal work, reflect not only compliance with labor standards but also a commitment to ethical management and sustainable human capital development. In hospitality and similar service-driven sectors, such fairness is indispensable for maintaining morale, trust, and reputation. Collectively, these perspectives affirm that equity in internal promotion and pay systems sustains performance, nurtures leadership continuity, and safeguards organizational longevity through trust-based succession practices.

2.5.1.3 Recruitment practices

Recruitment practices function within internal promotion frameworks as a set of strategic choices that balance the preservation of firm-specific knowledge with the need to close competency gaps. The literature shows this tension clearly: internal hiring reinforces organizational stability and loyalty by leveraging tacit, firm-specific skills (Bertheau, 2021) and serves as an intrinsic motivator when employees see clear career paths (Adisa & Juma, 2023). Yet internal mobility has limits , horizontal moves or higher-level appointments often require skills that internal candidates do not possess, so organizations resort to external hires to fill specialized roles (Bidwell & Keller, 2011; DeVaro, Kauhanen, & Valmari, 2019). Importantly, research on low-wage labor markets (Wilmers & Kimball, 2022) suggests that rigid internal systems can slow advancement for some groups, indicating that the mechanics of internal promotion (eligibility rules, transparency, and pace of openings) shape whether internal recruitment actually functions as a credible pathway or a bottleneck.

The aforementioned recruitment decisions exert discernible effects on leadership continuity and overall performance outcomes. Studies show that internal promotion strengthens motivation and performance through perceived procedural fairness and opportunity (Adisa & Juma, 2023), while excessive reliance on external hires risks eroding firm-specific capabilities and employee commitment (DeVaro, 2020). At the same time, selective external recruitment can raise overall team competence and inject innovation when internal talent cannot meet role requirements (DeVaro et al., 2019; Bidwell & Keller, 2011). Critically, perceptions matter: Brüggemann (2024) demonstrates that biased beliefs about who is promotable (e.g., women, mothers, part-time workers) distort who applies and who is supported internally, producing self-selection and informal exclusion that weaken both the representativeness and

effectiveness of leadership pipelines. In short, recruitment policy affects performance not only through who is hired or promoted but also through employees' beliefs about fairness and realistic career trajectories.

Moreover, the recruitment practices of an organization are closely linked to organizational survivability and succession planning, as they influence an organization's ability to consistently develop and promote competent, dedicated internal leaders. The most sustainable approach combines internal promotion to maintain institutional memory and morale with external recruitment to fill capability gaps. (Bertheau, 2021; DeVaro, 2020). However, survivability requires more than the mix of hires: it demands transparent, regularly reviewed internal promotion policies and deliberate efforts to remove informal barriers that deter talent from applying. Without those governance and equity safeguards, internal promotion can become tokenistic or exclusionary, external hires can breed resentment, and succession pipelines may remain fragile — especially for underrepresented groups and lower-wage workers who may find faster advancement outside the firm (Wilmers & Kimball, 2022).

2.5.2 Internal promotion and survivability

Several studies underscore the strategic role of internal promotion in succession planning and organizational survivability. Studies emphasize that elevating leaders from within helps retain institutional knowledge, strengthens alignment with the organization's culture, and facilitates more seamless leadership transitions (Jerab & Mabrouk, 2023; El-Said, 2023). This internal development strategy creates a ready pipeline of leaders, enhancing organizational resilience during times of change and reducing operational disruptions. Moreover, internal promotion is increasingly recognized as a driver of employee retention and organizational continuity, especially in hospitality contexts. Njenga & Kamaara (2024), along with Ferjanić Hodak,

Načinović Braje, & Jaković (2023), found that when employees perceive real opportunities for upward mobility, their commitment deepens, resulting in lower turnover and stronger retention of institutional memory. This is particularly important for hospitality firms, where operational consistency underpins service quality and customer experience.

In addition to boosting retention, promotions also enhance staff performance and job satisfaction, both of which are directly related to service delivery and long-term guest loyalty. Studies by Studies indicate that transparent, fair, and supportive promotion practices, along with recognition, enhance individual performance and contribute to organizational sustainability. Jo and Shin (2025) found that recognition, fairness, and leadership improve engagement and performance, which can strengthen workforce stability and reduce turnover. Aloufi, Alabri, and Elshareef (2025) highlighted that promotions boost motivation, satisfaction, and loyalty, contributing to higher productivity and organizational stability, though perceived unfairness or skill mismatches can undermine these benefits. Lup (2018) noted that promotions increase autonomy, authority, skill use, and status, enhancing job satisfaction, particularly for men, suggesting that well-structured promotions can foster a committed and capable workforce.   .Similarly, evidence from Indonesia and Jordan further shows that advancement opportunities elevate employee loyalty and engagement, helping hotels navigate market fluctuations with a stable and motivated workforce (Nasar et al., 2023).

Furthermore, fair and transparent promotion systems also contribute to organizational cohesion and resilience. Tumuhairwe & Nyakundi (2025) demonstrated that equitable promotion practices strengthen employee retention and operational continuity. In the same vein, Deri, Zaazie, & Bazaanah (2021) found that internally developed employees

tend to exhibit longer tenure and stronger commitment, minimizing recruitment costs and reducing performance volatility linked to external hires.

Internal employee promotions play a critical role in enhancing organizational survivability by fostering employee productivity, satisfaction, and retention. Promotions signal recognition and belonging, which in turn improve efficiency, creativity, and overall job performance (Aloufi, Alabri, & Elshareef, 2025). From a strategic perspective, promoting from within is often more cost-effective than hiring externally and aligns closely with the organization's culture, thereby supporting continuity and resilience (DeVaro & Morita, 2013). However, perceptions of promotion fairness can influence these outcomes; employees who perceive biased promotion practices based on gender or parental status may experience decreased motivation and engagement, potentially undermining organizational stability (Setyawati, Woelandari, & Rianto, 2022). The significance of internal promotion for retention is further underscored by findings that employees often leave organizations due to limited advancement opportunities (Parker & Horowitz, 2022; Varavallo et al., 2023).By providing clear pathways for career progression, internal promotions enhance employee loyalty and job satisfaction, which are essential for sustaining organizational performance and long-term survivability

The Scholarly work portrays internal promotion as a strategically integrated practice that enhances employee satisfaction, strengthens leadership pipelines through effective succession planning, and contributes to organizational resilience. In the hospitality sector, where service quality and operational familiarity are vital to sustained success, transparent and merit-based promotion systems significantly bolster business continuity. Research indicates that when internal career advancement is perceived as fair and attainable, organizations experience stronger employee commitment, lower

turnover, and deeper alignment with core cultural values. These effects collectively reduce dependence on external recruitment and associated costs, particularly in times of market volatility. Thus, internal promotion functions as both a motivational tool and a strategic mechanism for sustaining adaptability within dynamic service environments.

While internal promotion has been linked to improved employee performance and organizational continuity in other industries, its direct influence in hotel environments has not been adequately examined. Hence, the following null hypothesis is proposed:

H_0: Internal promotion has no effect on hotel survivability.

2.6 The Concept of Organizational Culture

Organizational culture is widely regarded as a foundational component of how institutions operate and manage internal practices. Organizational culture encompasses the underlying values, beliefs, and principles that guide behavior within a workplace. Gutterman (2023) argued that it involves internalized assumptions and behaviors that shape organizational norms. Similarly, Schein (as cited in multiple organizational studies) viewed culture as a framework of shared assumptions, values, and beliefs that influence how members perceive and respond to their environment. In line with this, Yirdaw (2016) conceptualized culture as the glue that binds human and nonhuman resources together within an organization. Extending this understanding, Dettling (2023) further explained that culture manifests through psychological behaviors, shaping management systems, influencing organizational dynamics, and ultimately determining overall business performance. Guided by the Integrated Succession Planning and Leadership Development framework and the Dynamic Capability perspective, the frameworks emphasize the significance of structured leadership

development practices in enhancing an organization's ability to adapt, learn, and renew its internal processes, which are deeply influenced by its cultural orientation.

2.6.1 Dimensions of organizational culture

Dimensions of organizational culture have been explored through various theoretical lenses, each offering unique insights into how culture functions within organizations. Cameron and Quinn (2011) identified five key dimensions: dominant characteristics, leadership style, employee management, strategic emphasis, and success criteria, through which culture shapes behavior and organizational effectiveness. Extending this foundation, Dawson, Guchait, Russen, and Wang (2023) developed a hospitality-specific model highlighting management principles, customer relationships, job variety, job satisfaction, leadership, and risk-taking behaviors, reflecting the service-oriented and relational nature of the hotel sector. Similarly, Zheng, Zhao, Yasmin, and Sokolova (2025) broadened the conceptualization by identifying dimensions such as harmony and employee orientation, customer orientation, systematic management control, innovativeness, and outcome orientation, capturing both relational and performance-driven cultural attributes.

For the purpose of this research, organizational culture is conceptualized and operationalized through three core dimensions: innovative, supportive, and bureaucratic cultures (Nafchi et al., 2020), which together reflect the key cultural orientations shaping leadership and operational behavior in hotel organizations. The selection of these three dimensions is justified by their distinct relevance to the hotel context and their demonstrated influence on organizational adaptability and continuity. Innovative culture fosters creativity, flexibility, and responsiveness to changing market conditions, which are essential for maintaining competitiveness in a dynamic hospitality environment. Supportive culture emphasizes collaboration, trust, and

employee well-being, which are critical for building cohesive teams and retaining talent both key determinants of long-term survivability. Bureaucratic culture, though often viewed as rigid, provides the necessary structure, consistency, and procedural control that sustain service quality and operational reliability in hotel operations. By examining these cultural dimensions, the study seeks to address the central research question: How does organizational culture influence the survivability of hotels? Through this focus, the research aims h aims to explore the role of innovative, supportive, and bureaucratic structures enhance resilience and continuity in Uganda's hotel sector in Western Uganda.

2.6.1.1 Bureaucratic culture

Bureaucratic culture operates as a control-oriented system that prioritizes structure, hierarchy, and formalized decision-making to maintain order and consistency. It functions as a stabilizing mechanism within organizations, embedding predictability and accountability into daily operations. Rachel (2024) explained that bureaucratic environments emphasize rigid hierarchies, formal communication, and low tolerance for risk. These attributes reflect the classic bureaucratic pursuit of control and uniformity within cultural systems, ensuring procedural fairness but often limiting adaptability. Altamimi, Liu, and Jimenez (2023) extended this understanding by demonstrating that bureaucracy does not necessarily equate to inefficiency if it operates within moderate levels of centralization. The study found that a balanced decision-making approach, where neither top-level executives nor lower-level employees dominate, can enhance cultural coordination and adaptability within an organization, suggesting that bureaucratic values can coexist with flexibility when managed appropriately within the broader organizational culture.

The link between bureaucratic culture and leadership continuity or performance outcomes is revealed through its influence on authority distribution, motivation, and decision flow. Excessive centralization, as highlighted by Wahab and Jawando (2008), limits employee discretion and contributes to red-tapism, frustration, and declining work interest. Such environments can hinder leadership development and continuity, as decision-making becomes concentrated among a few leaders, restricting opportunities for emerging leaders to participate or build decision competence. Conversely, Aamir and Hashmi (2025) pointed out that while bureaucracy ensures accountability, it can stifle creativity and flexibility, which are both essential for innovative performance outcomes. Additionally, Altamimi et al. (2023) introduced a deeper viewpoint by showing that a balanced bureaucratic model, where moderate authority is delegated, can sustain performance by blending stability with participative leadership. This balance enables controlled innovation and structured leadership transitions, avoiding the leadership stagnation typical of overly centralized bureaucratic systems.

The reviewed studies suggest that bureaucratic culture presents both a challenge and a framework for long-term stability. Its structured procedures and accountability mechanisms support continuity by maintaining consistent governance practices. However, when these structures become overly rigid, they obstruct adaptability and renewal, which are key ingredients for sustainable succession systems.

2.6.1.2 Innovative Culture

Innovative culture is characterized by a high tolerance for risk, openness to new ideas, and a strong emphasis on creativity, experimentation, and adaptability (Manzoor, Dhand, & Pandey, 2025). Innovative culture functions as a vital component within broader organizational culture frameworks, influencing leadership continuity, performance outcomes, and long-term organizational sustainability. Within

organizational culture systems, innovation operates as a dynamic subculture that fosters adaptability, learning, and collaboration.

Amamou (2025) emphasized that digital firms in Saudi Arabia thrive when their cultural systems embed trust, talent retention, reward mechanisms, and learning programs, suggesting that innovation-oriented values must be institutionalized as part of the firm's core culture rather than treated as initiatives. Similarly, Zemanova, Kotkova Striteska, and Zapletal (2022) highlighted that teamwork, open communication, and the perception of change as an opportunity are essential cultural enablers of innovation, showing that innovative culture does not stand alone but is nurtured by an inclusive, transparent, and cooperative organizational environment.

According to the studies, performance outcomes, leadership continuity, and innovative culture are all correlated. Oboreh (2021) revealed that firms with innovative cultural values, promoting experimentation and creative thinking, exhibited superior performance and competitiveness. Such a culture nurtures leadership continuity by fostering an environment where leaders and employees can challenge norms and pioneer new approaches. Manzoor et al. (2025) further support this view by demonstrating that innovation-focused work environments boost employee engagement, motivation, and commitment, which are key foundations for building effective leadership pipelines. Their findings indicated that leadership continuity thrives where creativity and learning are institutionalized, allowing future leaders to emerge through continuous exposure to problem-solving and innovation-focused experiences. In relation to organizational sustainability and succession planning, innovative culture provides the foundation for resilience and long-term viability. Amamou's (2025) findings suggest that when firms build innovation into their cultural foundation or core identity, they become less dependent on external support and more

capable of self-sustaining growth. This cultural orientation facilitates strategic renewal and adaptability qualities that ensure smooth leadership transitions and the longevity of institutional performance.

The reviewed studies suggest that innovative culture strengthens organizational systems by embedding flexibility, learning, and employee empowerment key conditions for sustaining performance and enabling planned leadership transitions in dynamic business environments

2.6.1.3 Supportive Culture

Innovation alone cannot sustain organizational effectiveness unless it is embedded within a culture that values people and relationships. Innovative cultures thrive best when reinforced by supportive systems that promote trust, communication, and collaboration. Such an environment ensures that creativity and adaptability are complemented by cohesion and emotional stability among employees, providing the social foundation upon which innovation and leadership continuity can flourish.

Supportive culture, which is also often referred to as people-oriented or participatory culture, emphasizes collaboration, mentorship, employee development, trust, and open communication. It fosters an environment in which individuals feel valued and supported, which in turn promotes engagement and organizational loyalty. A supportive culture creates a psychologically safe environment that encourages knowledge transfer and interpersonal development. It is particularly important in succession planning, where tacit knowledge, mentorship, and leadership modeling are crucial.

Several scholars have emphasized that supportive cultures characterized by trust, psychological safety, mentoring, and open communication enhance organizational effectiveness by boosting employee loyalty, satisfaction, and commitment (Razali et

al., 2018; Hatidja et al., 2024;Vu, Nguyen, & Le, 2025). Such environments decrease turnover intention and are especially beneficial in service-intensive sectors like hotels.

2.6.2 Organizational Culture and survivability

Organizational culture has been widely recognized as a strategic determinant of performance, flexibility, and organizational survival across both general and hospitality research. Scholars have reported that cultures promoting teamwork, leadership development, and value alignment enhance organizational resilience and effectiveness. Building on the previous discussion of supportive and innovative cultures, these studies further highlight that organizational culture in hotels influences employee behavior, performance outcomes, and leadership continuity. Organizational culture, as a system of shared values, assumptions, and behavioral norms, shapes the way work is conducted and facilitates key behaviors such as organizational citizenship and entrepreneurial orientation. These behaviors promote collaboration, innovation, and proactive problem-solving, which enhance competitiveness, adaptability, and long-term survival in the fast-changing hotel industry.

Studies conducted in Pakistan, France, and the United States indicate that supportive cultural practices improve organizational initiatives and leadership development. Beckers et al. (2020) observed that cultures aligned with core organizational values strengthen resilience by motivating employees and fostering engagement. Similarly, Escribano-Navas and Gemar (2021), in a large-scale econometric survival analysis of Spanish hotels, demonstrated that financial factors such as sales, working capital ratios, executive experience, and gender influence hotel survival, highlighting the interplay between culture and resource management. Qualitative studies, such as Reidhead (2020) on Hotel Hilton in the United Kingdom, further revealed that supportive and inclusive cultures enhance employee satisfaction and organizational performance,

while Taha and Espino-Rodríguez (2020) demonstrated that rational and developmental cultures promote sustainable performance, in contrast to hierarchical cultures that impede operational efficiency.

Several studies emphasize the ethical dimension of organizational culture in shaping performance outcomes in the hospitality sector. Komunga (2025) and Osita et al. (2021) reported that embedding ethical values within organizational culture enhances employee morale, operational efficiency, and customer satisfaction. Similarly, Matete and Kilika (2023) found that culture-driven organizational behaviors directly affect service quality, while Elnagar et al. (2022) demonstrated that cultural traits such as fairness, teamwork, and equality positively influence financial performance and competitive advantage. Mavuso et al. (2020) highlighted that cultural dimensions such as adaptability and mission alignment strengthen employee-based brand equity by aligning behaviors with the firm's identity. Egbebu (2022) added that structured operational practices and employee involvement contribute to hotel growth and resilience. Collectively, these findings indicate that ethically grounded and participatory cultures drive both employee engagement and service excellence.

Innovation has also been highlighted as a key factor for competitive advantage in the hospitality sector, with organizational culture serving as a central enabler. Wang et al. (2021) found that employee mindfulness, when supported by culture, enhances creativity and customer satisfaction, suggesting that cultural and structural factors shape innovative potential. Stoffers et al. (2021) reported that workplace innovation in Dutch hotels is influenced by strategic orientation, talent development, and knowledge investment, although the sector lags behind others in adopting innovative practices. Matira and Awolusi (2020) and Vu et al. (2025) demonstrated that transformational leadership, employee-centric approaches, and coworker support foster environments

conducive to innovation. These findings imply that leadership and relational dynamics are critical for translating cultural potential into service innovation.

Family business literature has also underscored the importance of trust, cultural norms, and relational dynamics in fostering organizational continuity and resilience. Soelistyawati et al. (2024) reported that family commitment and intergenerational trust enhance cohesion and loyalty, supporting smooth leadership transitions. Extending this view, Saan et al. (2018) found that succession planning is shaped by regional and educational backgrounds, highlighting the significance of sociocultural factors. Isichei (2025) further demonstrated that entrenched cultural norms, such as primogeniture, influence leadership legitimacy and continuity in family enterprises. Extending these insights to hospitality, it becomes evident that hotels with strong cultures founded on trust, shared values, and mutual respect are better positioned to sustain competitive advantage and withstand environmental pressures.

While these studies provide robust evidence of the role of organizational culture in performance, service quality, and retention, research specifically addressing the impact on hotel survivability remains limited. Existing studies often focus on short-term outcomes, leaving a gap in understanding how cultural orientations, including supportive or bureaucratic cultures, influence long-term survival. This gap is particularly relevant in Uganda's hotel sector, where informal cultural norms and local management practices may uniquely shape organizational resilience and continuity. Hence, the following null hypothesis is proposed:

H$_0$: organizational culture has no effect on hotel survivability.

2.7 Influence of Mentorship, Promotion, and Skill Development on Organizational Culture

Recent studies underscore the pivotal role of organizational culture in shaping employee development and performance through mentoring, training, and inclusion practices. A positive and strategically aligned culture can enhance individual learning outcomes and also strengthen organizational adaptability and competitiveness. Mentorship, internal promotion, and skill development are widely recognized as essential in attracting employees, developing their skills and competencies, engaging them meaningfully and retaining them for long-term organizational success. However, their effectiveness is often dependent on the underlying cultural norms and values within the organization.

2.7.1 Skill Development and Organizational Culture

In the hospitality sector, skill development and organizational culture are closely linked, each shaping and reinforcing the other. The extent to which employees acquire, apply, and sustain new competencies often depends on the cultural environment that shapes learning expectations and managerial support. A culture that values growth, inclusivity, ethics, and adaptability facilitates continuous learning. In addition, this transforms skills development into a strategic tool for organizational renewal and competitiveness. However, when cultural norms undervalue learning skill development initiatives tend to lose impact. The following literature illustrates how different cultural orientations ranging from learning-focused and ethical to inclusive and adaptive affect the design, delivery, and outcomes of skill development practices in organizations.

Rawashdeh and Tamimi (2020) found that training enhances organizational commitment when it is aligned with shared cultural values and supported by supervisors, suggesting that culture shapes how employees perceive and internalize

developmental initiatives. Building on this, Said, Mansor, and Omar Ali (2025) demonstrated that organizations integrating learning into their culture through consistent investment in training are more capable of maintaining competitiveness amid change. Their findings highlight that learning-oriented cultures not only enhance skill acquisition but also cultivate adaptive mindsets capable of responding to shifting market demands. This demonstrates that skill development is both a driver and an outcome of cultures that value continuous learning and innovation. Extending this perspective, Bilderback (2024) showed that integrating Sustainable Development Goals into training initiatives extends skill development beyond technical competencies to include social and environmental awareness. Such training nurtures ethical responsibility and strengthens the organization's reputation for sustainability. Consequently, skill development can serve as a mechanism through which ethical and sustainability-oriented cultures are reinforced and operationalized in daily practice.

Furthermore, Canbolat and Haus (2024) argued that diversity-focused training enhances inclusiveness, teamwork, and commitment, particularly when generational and cultural differences are acknowledged. In alignment with the preceding arguments, this approach transforms skills development into a cultural bridge that promotes belonging and mutual respect. In this way, skill development contributes to a culture of inclusivity, ensuring that learning practices support equity and cohesion within hospitality workforces. These studies highlight the reciprocal relationship between skill development and organizational culture, showing how each reinforces and strengthens the other. Skill development initiatives achieve their greatest impact when embedded in organizational cultures that value continuous learning, inclusivity, and ethical responsibility alongside psychological safety, collaboration, accountability, innovation, leadership support, equitable access to opportunities, and alignment with purpose-

driven goals. Such a culture creates the conditions for learning to be both meaningful and sustainable. In turn, such cultures evolve and strengthen through consistent investment in employee learning and development.

2.7.2 Mentorship and Organizational Culture

Mentorship functions as a critical mechanism through which organizational culture shapes learning, leadership development, and employee engagement. Jyoti and Sharma (2015) demonstrated that mentorship in the travel industry fosters psychological ownership, suggesting that a culture promoting personal investment enhances leadership effectiveness and performance. When mentoring relationships are embedded within a supportive culture, they reinforce mutual trust, learning, and shared accountability, which are core elements of cultural cohesion. Similarly, Arulsamy et al. (2023) emphasized that organizations prioritizing continuous learning and aligning mentorship and training with strategic goals enhance employee engagement and productivity. This alignment reflects a culture that values growth and nurtures talent as part of its long-term strategy. Zakayo (2024) identified that mentorship, organizational culture, and ethical leadership collectively influence employee engagement among public health workers in Uganda, supporting organizational behavior theory. Obara et al. (2021) also found that national cultural dimensions affect mentoring relationships, with collectivist and high-power-distance contexts fostering paternalistic and loyalty-driven mentorship. These insights are particularly significant for the hospitality sector, which operates within cultural hierarchies. Extending the discourse, Zhou et al. (2024) demonstrated that mentors' servant leadership boosts hotel newcomers' psychological capital and affective commitment, with feedback-seeking behavior enhancing this effect. Mentorship serves as both a learning tool and a motivational resource, promoting positive emotional connections among employees. Liu et al. (2024) showed that both

vertical and horizontal mentoring benefit internship satisfaction among hospitality interns, indicating that various forms of mentorship provide essential social and professional support for success. Their research highlights the importance of context-sensitive mentoring that considers individual differences, validating that effective mentorship, particularly rooted in servant leadership and adaptability, enhances employee engagement, learning, and emotional commitment to the organization.

The reviewed literature suggests that mentorship extends beyond a mere developmental transaction, functioning as a strategic cultural mechanism that embeds knowledge transfer, reinforces normative behaviors, and promotes enduring organizational commitment. In such cultures, mentoring transforms from an optional perk into an institutionalized practice that supports visibility, inclusion, and professional growth.

2.7.3 Internal Promotion and Organizational Culture

Internal promotion reflects the organization's value system and directly signals how talent is recognized and rewarded within the cultural framework. Tasoulis, Pappas, Vlachos, and Oruh (2024) highlighted that perceptions of empowerment and organizational support critically shape employee responses to cultural change, implying that promotion processes perceived as fair and empowering reinforce positive cultural orientations. Evidence across diverse contexts demonstrates that promotion systems and cultural practices play a central role in fostering employee commitment. Lee and Choi (2022) identified cultural attributes such as collaboration, fair compensation, and employee development as significant predictors of employer attractiveness, reinforcing the value of supportive organizational climates. Shakya (2024) further demonstrated that promotion, training, and compensation jointly enhance employee retention, while Senou (2023) emphasized that transparent and equitable promotion systems positively shape employees' perceptions of organizational culture and fairness. Conversely, Bakir,

Douglas, and Lee (2025) cautioned that perceived unfairness in promotion decisions undermines morale and service quality, eroding employee trust. The authors further argued that when promotions are perceived as unfair, they generate departmental tension and service decline, undermining resilience rather than strengthening it. Nonetheless, Udayar et al. (2024) noted that promotions alone may not sustain long-term well-being or performance, suggesting that resilience depends on aligning promotion practices with supportive and inclusive cultures.The studies demonstrate that internal employee promotion practices in organizations act as reward mechanisms and cultural signals that enhance belonging, loyalty, and commitment. Together, these findings underscore that in the hotel sector, resilience emerges not only from operational capability but also from cultures and promotion systems that cultivate fairness, trust, and sustained employee engagement. Conversely, inconsistent promotion practices can erode trust and reinforce exclusionary tendencies. These findings reveal that the effectiveness of internal promotion as a developmental strategy depends not merely on policy but on how it resonates with the organization's underlying cultural logic whether supportive, innovative, or bureaucratic.

Although prior studies have established theoretical links between skill development, mentorship, internal promotion on organizational outcomes, the extent to which the practices influence organizational culture in the Ugandan context remains unclear. Therefore, this study proposes the null hypotheses

H_0: skill development has no effect on organizational culture.

H_0: Mentorship has no effect on organizational

H_0: internal, promotion has no effect on organizational culture.

2.8 The moderating role of Organizational Culture

In the Ugandan context, Participatory and supportive cultural practices play a crucial role in shaping employee performance and organizational competitiveness. Basheka and Tugume (2016) reported that participatory practices and effective communication enhance worker performance, while Aketch et al. (2017) and Muheebwa et al. (2018) identified mission clarity and employee involvement as key cultural drivers of SME competitiveness. In addition, Lujja and Katamba (2023) emphasized that paternalistic and participatory cultural orientations support the survival of family businesses, whereas Musoke and Pule (2024) observed that strong organizational culture correlates with lower staff turnover, highlighting its importance in employee retention.

Organizational culture also shapes the way organizational processes are understood, valued, and enacted. As both a cognitive framework and a guiding structure, culture can influence whether succession planning is perceived as a strategic, value-driven initiative or as a formal obligation. This perception, in turn, may either strengthen or weaken the effectiveness of succession efforts in enhancing long-term hotel survivability. Empirical research supports the theoretical claim that organizational culture moderates the relationship between succession planning practices and organizational outcomes. Studies show that mentorship, skill development, and knowledge retention succeed only in cultures that foster openness, collaboration, and learning (Mpungose et al., 2025). Moreover, culture interacts with various organizational systems, including learning orientation, technological knowledge, and work environment, to moderate the effects of succession planning practices on employee engagement and organizational outcomes (Khalid et al., 2023; Hatidja et al., 2024).

Mentorship, a core component of succession planning practices, is similarly contingent on cultural and structural conditions. Research highlights that contextual factors such as institutional supports, network composition, relational quality, and program design determine whether mentorship contributes meaningfully to employee development and organizational survival (Liu et al., 2024; Alemdar et al., 2022; Duwenig et al., 2025; Clayton, 2024; Brooks et al., 2018). These insights suggest that succession planning practices may not work uniformly across all settings, as their success depends on the culture and structure of the organization.

Internal promotion is another mechanism through which culture supports leadership continuity. Studies demonstrate that selecting leaders from within enhances continuity and aligns leadership development with cultural norms, with supportive cultural climates strengthening the impact of promotion on leadership pipelines (Bozer & Santora, 2015). Ghani et al. (2022) emphasized that positive work environments facilitate internal talent development and uptake of promotion opportunities, thereby enhancing organizational sustainability while Blayney, Blotnicky, and Singh (2021) reported that employee empowerment directly shapes leadership readiness and organizational performance.

The influence of organizational culture on the relationship between succession planning practices and hotel survivability can be further understood by examining how different cultural orientations innovative, supportive, and bureaucratic shape the translation of these practices into sustainable outcomes. In innovative cultures, succession planning practices such as mentorship, internal promotion, and skill development are implemented flexibly and creatively, allowing employees to experiment, take initiative, and cultivate adaptive leadership competencies that strengthen the hotel's dynamic capabilities. In supportive cultures, succession planning is driven by trust,

collaboration, and shared values, creating an environment where mentorship and internal development foster loyalty, commitment, and a collective sense of responsibility for organizational continuity.

Bureaucratic cultures emphasize formality, hierarchy, and procedural compliance, which can bring structure, consistency, and fairness to succession processes by ensuring that promotions and leadership transitions follow clear rules and established criteria. This predictability can enhance stability and accountability in hotel operations. While this can help standardize succession processes, it may also hinder creativity, delay decision-making, and reduce the agility needed to survive in competitive hospitality markets. Taken together, these cultural orientations demonstrate that organizational culture fundamentally moderates how succession planning practices are interpreted, enacted, and sustained either amplifying their contribution to long-term survivability or constraining their effectiveness within rigid structural boundaries.

In sum, both theoretical and empirical literature converge on the conclusion that organizational culture functions as a critical moderating factor in the relationship between succession planning practices and organizational survivability. It shapes how mentorship, skill development, and internal promotion are perceived and enacted, influences knowledge transfer and learning, and interacts with contextual factors such as firm size, industry conditions, and structural supports. The literature therefore underscores the necessity of considering culture as an enabling or constraining factor in designing and implementing succession planning strategies, revealing a conceptual and empirical gap that warrants further investigation. The study explores how different cultural orientations including bureaucratic, supportive, and innovative, affect succession planning practices and contribute to hotel survivability in the Ugandan context.

H₀: Organizational culture does not moderate the relationship between succession planning practices and hotel survivability.

2.9 Theoretical framework

Theoretical frameworks offer a structured foundation for examining and understanding the relationships among variables under investigation (Grant & Osanloo, 2014; Creswell, 2014).In this study, the theoretical framework guided the investigation of how succession planning practices, organizational culture, and hotel survivability are interrelated. Succession planning practices are widely recognized as strategic tools for ensuring organizational continuity, adaptability, and long-term survival. This study adopts a multi-theoretical approach, drawing on Dynamic Capability Theory (DCT), the Integrated Succession Planning and Leadership Development Model (ISPLDM), and Tournament Theory to explain the mechanisms through which succession planning and organizational culture influence hotel survivability in Western Uganda.

2.9.1 Integrated Leadership Development and Succession Planning Model

The ISPLD model, developed by Groves (2007), emphasizes the integration of leadership development and succession planning as a continuous and strategic process. Rather than treating these as separate functions, the model promotes a unified approach where leadership talent is systematically identified, developed, and prepared for future roles through mentorship, performance monitoring, and a supportive organizational culture.
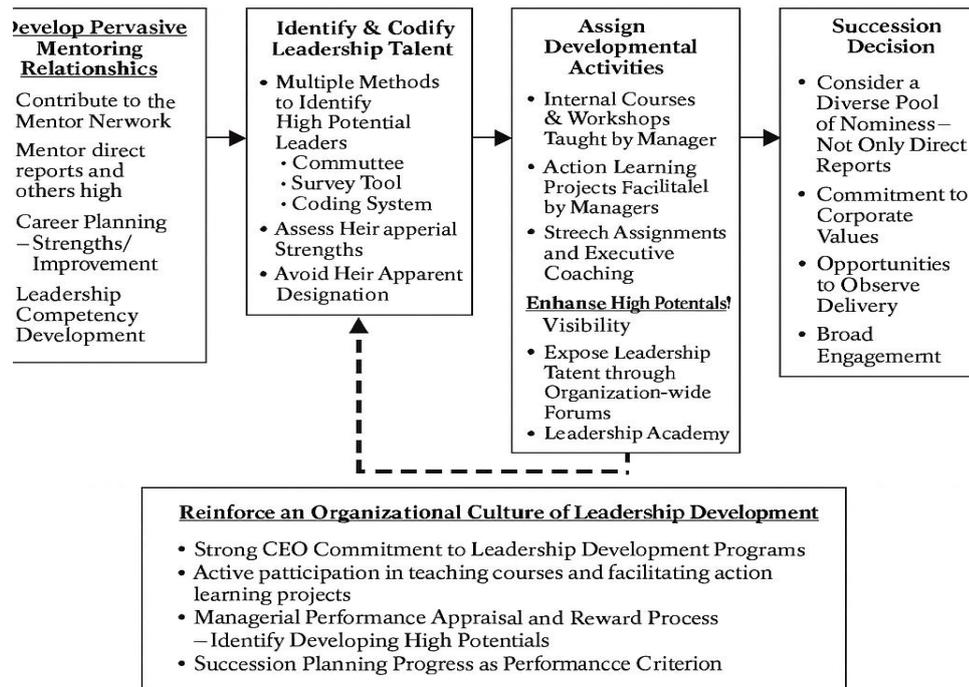
Figure 2.2: Integrated leadership development and succession planning model.
Source: Groves' (2007

Since Groves' foundational 2007 work, the Integrated Succession Planning and Leadership Development (ISPLD) model has evolved to address the changing complexities of talent management. Initially focused on aligning leadership development with succession planning best practices, later works particularly Groves & Feyerherm (2022) and Lacey & Groves (2021) have shifted from just aligning leadership and succession plans to building more flexible and adaptable leadership pipelines expanded and focusing more on future-ready skills.

Empirical studies support the relevance of ISPLDM in hospitality and service contexts. For example, Soegiarto et al. (2024) observed that mentorship programs improved leadership readiness and succession outcomes in hotels, Structured skill development enhances organizational resilience by enabling problem-solving skills among employees, while mentoring fosters a collaborative culture, enhancing operational and financial success. Thus, ISPLDM provides a theoretical basis for the effects of

mentorship and skill development on both hotel survivability and organizational culture, showing that leadership pipelines and developmental initiatives enhance the adaptive, sensing, and transformational capacities of hotels.

2.9.2 The dynamic capabilities theory

The Dynamic Capabilities Theory, introduced by Teece, Pisano, and Shuen (1997), explains how organizations achieve long-term success through the development and reconfiguration of internal capabilities in response to changing environments. DCT identifies three core processes: sensing (identifying emerging opportunities), seizing (mobilizing resources), and transforming (renewing internal structures and capabilities). In the hospitality industry, succession planning practices, especially skill development, are crucial for enhancing employees' competence and enabling the organization to adapt and transform operational processes. Hotels that cultivate these capabilities are better positioned to maintain adaptability, anticipate market changes, implement strategic transformation, and ensure financial health. Therefore, DCT provides a theoretical basis for understanding how skill development contributes directly to hotel survivability.

Furthermore, Culture, as an intangible asset, influences the deployment of capabilities, with supportive cultures promoting learning, innovation, and collaboration enhancing succession planning outcomes, and rigid cultures constraining them. Empirical evidence supports this view: organizations with strong dynamic capabilities demonstrate greater adaptability and resilience (Pereira-Moliner et al., 2020); skill development programs enhance operational flexibility and financial performance in hotels (Sungthong et al., 2025); and continuous learning and leadership continuity improve responsiveness to environmental changes (Lee & Choi, 2022).Thus, DCT provides a robust theoretical justification for the influence of skill development on hotel

survivability, highlighting that the effectiveness of succession practices is conditioned by the organizational culture in which they are embedded.

2.9.3 The Tournament Theory

Tournament Theory (Lazear & Rosen, 1981) explains employee motivation through competitive structures, where advancement opportunities are contingent on performance relative to peers. Internal promotion systems based on this theory incentivize employees to improve productivity, enhance commitment, and maintain high performance. In hotels, merit-based internal employee promotion can strengthen retention, operational efficiency, and financial outcomes, all of which are key indicators of hotel survivability.

Empirical evidence supports this link in organizational contexts. Aloufi et al. (2023) found that internal promotion increased employee motivation and engagement in service organizations, while DeVaro and Morita (2013) demonstrated that transparent promotion practices improved performance and reduced turnover, indirectly supporting organizational resilience. Additionally, internal promotion contributes to shaping organizational culture by reinforcing norms of fairness, meritocracy, and high performance (Senou, 2024), which further enhances the effectiveness of succession planning practices. Therefore, Tournament Theory provides a theoretical justification for examining the impact of internal promotion on both hotel survivability and organizational culture, highlighting the behavioral and motivational mechanisms that link promotion practices to operational and financial outcomes.

2.9.4 Integration of Theories into the Study

Combining these three theoretical lenses provides a comprehensive explanation of the mechanisms linking succession planning practices, organizational culture, and hotel

survivability. Skill development, guided by DCT and ISPLDM, equips employees with adaptive and transformative capabilities while reinforcing a learning-oriented culture. Mentorship, framed by ISPLDM, facilitates leadership continuity and the transmission of values. Internal promotion, informed by Tournament Theory, motivates performance and shapes cultural norms of fairness recognition and achievement. These practices enhance the hotel's capability to sense and interpret environmental dynamics, adapt processes, transform operations, and maintain financial stability, thereby enhancing survivability. Organizational culture moderates these relationships by either strengthening or constraining the effectiveness of succession practices.

2.9.5 Derivation of Study Objectives from Theory

The study objectives are logically derived from the Dynamic Capabilities Theory (DCT), Tournament Theory (TT), and the Integrated Succession Planning and Leadership Development (ISPLD) model outlined above. Each construct and proposed relationship is informed by how these frameworks conceptualize organizational adaptation, leadership continuity, motivation, and the influence of organizational culture.

Guided by the Dynamic Capability Theory (DCT) and the Integrated Succession Planning and Leadership Development (ISPLD) framework, skill development is conceptualized as a dynamic capability that strengthens hotel survivability by fostering human capital and adaptability. It equips employees with the competencies needed to meet current operational demands and future leadership roles, thereby contributing to hotel survivability. Similarly, mentorship, positioned as a dynamic capability within DCT and a leadership development tool in ISPLD, enhances knowledge transfer, nurtures internal leadership, and builds organizational resilience during transitions.

Internal promotion is framed through both Tournament Theory and the ISPLD model. TT emphasizes that fair promotion structures foster motivation and performance, while ISPLD highlights internal promotion as a pathway to sustaining leadership continuity. In both views, internal promotion reinforces employee engagement, preserves organizational memory, and promotes long-term viability which are key to hotel survivability.

Organizational culture is conceptualized as both an independent contributor to hotel survivability and also as a moderating force that shapes how succession planning practices can foster hotel survivability. A culture that values learning, fairness, and merit-based progression is likely to strengthen the outcomes of succession planning. Conversely, cultures marked by favoritism, bias, or rigidity may hinder the practices and weaken survivability outcomes. In addition, the study makes the argument that internal promotion, mentorship, and skill development all have an impact on how organizational culture is shaped, drawing on DCT and ISPLD. These practices help to create a culture that is inclusive, learning-focused, and performance-driven. The study explores the impact of succession planning practices like skill development, mentorship, and internal promotion on hotel survivability, their contribution to organizational culture, and their moderating role.

2.10 The Conceptual model

In the conceptual model for this study, Hotel Survivability is conceptualized as the organization's capacity to adapt, recover, and thrive amid internal and external disruptions. Building on the reviewed literature, this study adopts a conceptual framework that positions Succession Planning Practices (SPP) as a higher-order construct composed of three interrelated dimensions: Skill Development, Mentorship, and Internal Promotion. These dimensions represent the core operational mechanisms

through which organizations prepare for leadership continuity and sustain long-term survivability. Skill development focuses on building the technical and managerial competencies necessary for future leadership roles; mentorship emphasizes the relational and experiential transfer of knowledge, confidence, and organizational values; while internal promotion operationalizes leadership transition by creating pathways for upward mobility within the organization. Together, these elements form an integrated system of talent development that ensures the organization remains resilient, adaptable, and strategically aligned during leadership transitions.

The model posits that: each of the exogenous variables (skill development, mentorship, and internal promotion) has a direct positive effect on hotel survivability. Further, organizational culture is positioned as both a direct determinant of hotel survivability and a moderating variable, reflecting its role in shaping how succession planning practices are interpreted, supported, and enacted within hotels. Accordingly, the framework proposes that the extent to which SPP enhance hotel survivability depends partly on the prevailing organizational culture. Figure 2.3 below presents a diagrammatic illustration of the conceptual model
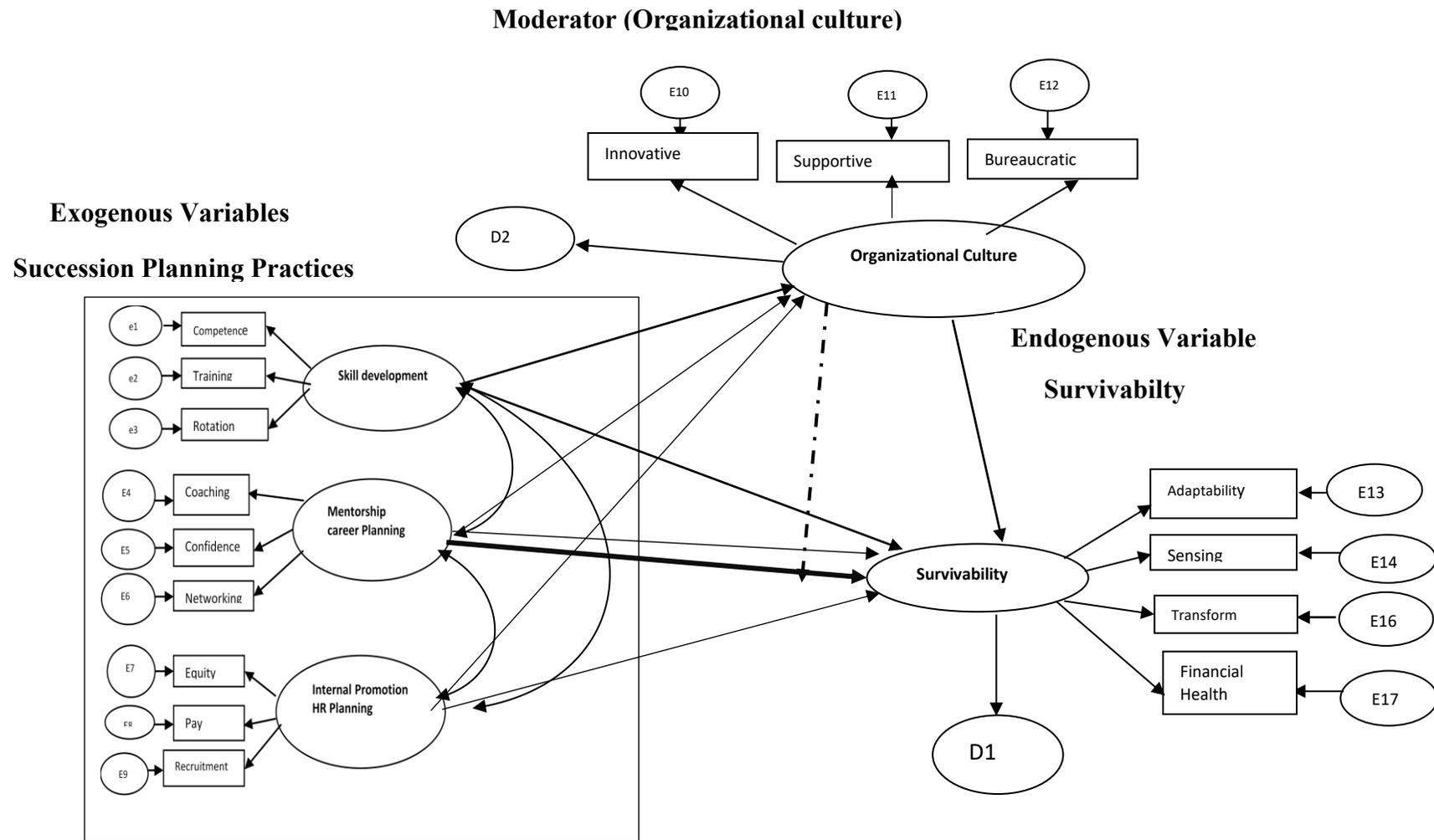
Figure 2.3 Conceptual Framework

Adapted from Ziaei Nafchi & Mohelská, 2020; Teece (2007); Groves (2007); and Lazear & Rosen (1981)

Interpretation of Graphical Representation and Notation of the Conceptual Model

In the conceptual model above, ovals **(○)** represent *latent constructs* and rectangles **(□)** represent *observed variables*. Single-headed straight arrows **(→)** indicate *hypothesized direct relationships*, showing the direction of causal influence between constructs. Curved double-headed arrows **(↔)** denote *covariances or correlations* between exogenous constructs or error terms, reflecting non-directional associations. *Moderating effects* are illustrated by *dashed arrows (⤏)* extending from the moderator construct (Organizational culture in this model) to the path it influences (in the model above, the path influenced is represented by a bold ➤ (from SPPS to Hotel Survivability), indicating that the strength or direction of a relationship depends on the moderator.

▭	Observed Variable or Measured Variable
⬭	Latent Construct or Unmeasured Variable
○	Error / Residual
→	Direct Relationship
↔	Covariance/Association / Correlation
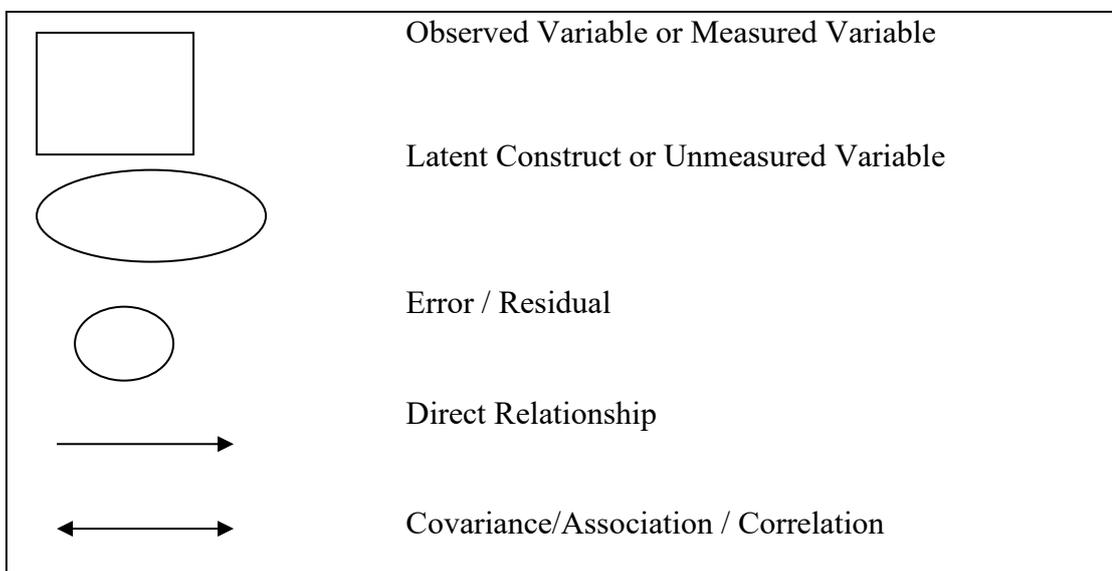
Figure 2.4 SEM Diagram Symbols
Source: Suhr, D (2000)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research paradigm, design, study area, target population, sample size, sampling procedure, data collection, variable measurements, reliability, validity, data analysis, and ethical considerations.

3.2 Research Paradigm

This study adopted a pragmatic research philosophy, which emphasizes the practical application of knowledge to solve real-world problems and supports flexibility in methodological choices (Creswell & Creswell, 2018; Kaushik & Walsh, 2019). Pragmatism recognizes that reality is dynamic and context-dependent, allowing for both objective and subjective understandings to coexist. This makes it particularly suitable for applied research problems, such as exploring succession planning practices, organizational culture, and hotel survivability in Western Uganda, where multiple perspectives are essential to inform decision-making. Under the pragmatic paradigm, the research approach is driven by the research questions rather than a fixed philosophical stance.

Guided by the pragmatic paradigm, this study sought practical and context-relevant insights into how succession planning practices influence hotel survivability in Western Uganda. A concurrent mixed methods design was employed to integrate quantitative and qualitative data collected simultaneously. The quantitative strand tested relationships among skill development, mentorship, internal promotion, organizational culture, and survivability, while the qualitative strand explored how these practices unfold in real hotel settings. Accordingly, this study employed a convergent mixed methods design, integrating quantitative and qualitative approaches to capture both

measurable trends and participants' lived experiences. Quantitative data were gathered through structured surveys of hotel owners, general managers, and functional managers to identify statistical relationships among succession planning practices, organizational culture, and hotel survivability. Qualitative data were collected through semi-structured interviews to explore participants' perceptions, experiences, and contextual factors influencing these phenomena.

The pragmatic philosophy directly informed the operationalization of the study. Sample sizes were determined to balance breadth and depth: 200 survey respondents provided sufficient quantitative power, while 10 interviewees were selected using purposive sampling to ensure diversity in managerial roles and hotel categories. The qualitative sample was guided by the principle of saturation, whereby recurring thematic patterns indicated that further data collection would yield diminishing new insights (Guest, Bunce & Johnson, 2006). This allowed for the collection of rich, contextually grounded data, providing deeper understanding beyond numerical trends.

Data collection and analysis were A Quantitative data were analyzed using descriptive and inferential statistics to identify patterns and relationships. Qualitative data were analyzed thematically, allowing emerging themes to explain and contextualize the statistical findings. The simultaneous collection and subsequent integration of these data streams facilitated triangulation, enhancing the validity and applicability of the study's findings.

Adopting a pragmatic stance fostered a reflexive approach, wherein the researcher recognized that the interpretation of qualitative data was co-constructed through interactions with participants and shaped by the broader research context. This reflexive awareness guided the processes of coding, theme development, and interpretation,

ensuring that the findings remained firmly rooted in participants' lived experiences while retaining relevance for practical decision-making within hotel management. In sum, adopting a pragmatic paradigm allowed this study to operationalize a flexible, mixed-methods approach that captured both the measurable and experiential dimensions of succession planning, organizational culture, and hotel survivability, thereby producing contextually relevant and actionable knowledge.

3.3 Research design

This study employed a mixed methods design. Mixed methods research incorporates both qualitative and quantitative approaches to data collection and analysis within the same study (Creswell & Creswell, 2018). This design can be implemented either concurrently, where qualitative and quantitative inquiries are conducted simultaneously, or sequentially. In this approach, researchers gather and analyze qualitative and quantitative data independently on the phenomenon under investigation, then integrate the two forms of data during interpretation to develop a comprehensive understanding of the research issue (Creswell & Creswell, 2018).

The concurrent convergent mixed-methods design was specifically used for this study. Both qualitative and quantitative data were collected concurrently, with the analysis of the different data sets conducted separately and the results integrated into a unified view. The design combines the strengths of both qualitative and quantitative approaches. It allows for data comparison and integration of quantitative and qualitative findings, generating various research contributions that enable a deeper understanding of the phenomenon under study and also enhance understanding of business problems (Yin, 2014).

This study adopted a convergent concurrent mixed-methods design to comprehensively examine the relationship between succession planning practices, organizational culture, and hotel survivability in western Uganda. The rationale for this approach is rooted in the need to explore both measurable relationships and the contextual depth behind these variables.

Specifically, the quantitative component was used to test hypothesized relationships between variables such as skills development, mentorship career development, internal promotion HR planning, organizational culture, and hotel survivability. It provided empirical evidence through statistical analysis of structured survey responses. However, on its own, the quantitative data could not fully capture the underlying processes, perceptions, and organizational dynamics that influence how succession planning is enacted and how it affects survivability outcomes.

To address this limitation, the qualitative strand was employed simultaneously, gathering data through interviews with key hotel personnel. This provided in-depth insights into the experiences, challenges, and contextual factors shaping succession planning practices and survivability in the hospitality sector.

The decision to use a convergent concurrent mixed-methods design was based on the need to gain a well-rounded understanding of the research problem. One of the main reasons for choosing this approach was complementary. While the quantitative data helped reveal the strength and direction of relationships between variables such as succession planning and hotel survivability, the qualitative data provided explanations and deeper insights, especially in areas where the statistical results were not strong or clear. This allowed the study to go beyond numbers and uncover the meanings behind them.

Another important reason was the need for comprehensiveness. Succession planning and survivability are complex issues that involve both measurable trends and personal experiences. By collecting and analyzing both types of data at the same time, the study was able to capture patterns while also hearing the voices of hotel staff and management. This combination offered a broader and more complete view of what was happening on the ground.

Furthermore, the design supported equal treatment of both data types. Instead of prioritizing one over the other, the study valued both quantitative and qualitative findings equally. This balance made it possible to integrate different perspectives and produce conclusions that reflect the full complexity of the topic being studied

This approach was particularly fitting because succession planning and survivability are complex and involve more than just policies or procedures. They also touch on people's experiences, motivations, and day-to-day realities. These are multidimensional issues that can't be fully captured by numbers alone. By bringing together both quantitative and qualitative data, the study was able to not only identify which relationships exist, but also explore why those relationships matter and how they actually unfold within real hotel environments. This integration gave a more practical and meaningful understanding of the issues at hand. The procedure for concurrent convergent mixed methods approach is illustrated in figure 3.1 below:

```
┌─────────────────────┐
│    Quantitative     │
│  Data collection    │
│   Data analysis     │
│                     │
│      Results        │
└─────────────────────┘
                          ┌──────────────────┐        ┌──────────────────────┐
                          │     Mixing       │        │                      │
                          │                  │        │   Interpretation     │
                          │ Results are merged│       │                      │
                          │  to compare,     │───────▶│  Equal emphasis on both│
                          │  interrelate or  │        │      Data sets       │
                          │    validate      │        │                      │
┌─────────────────────┐   └──────────────────┘        └──────────────────────┘
│    Qualitative      │
│  Data collection    │
│                     │
│   Data analysis     │
│                     │
│      Results        │
└─────────────────────┘
```
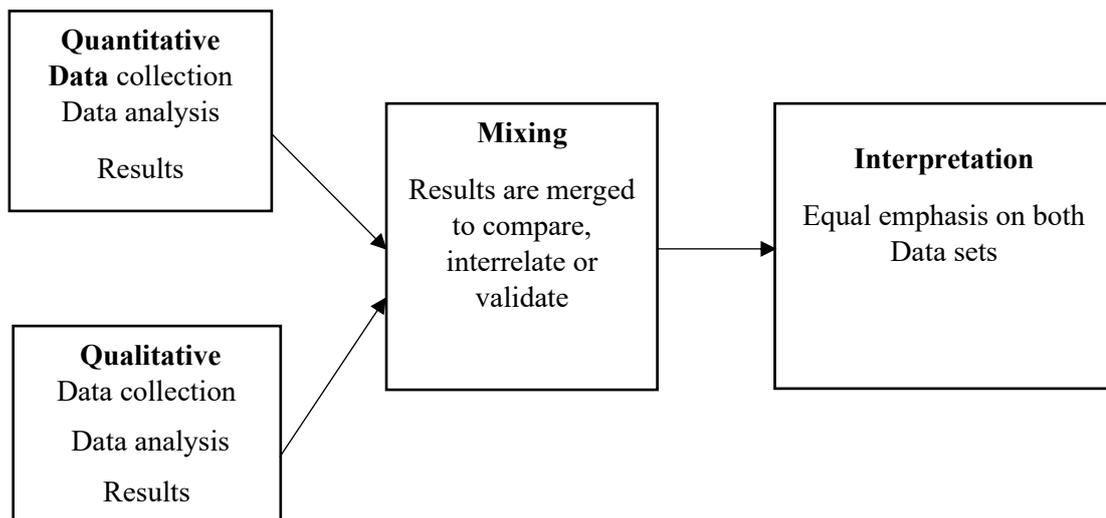
Figure 3.1 Procedure for the study's mixed methods approach

Mixed-method research approaches have gained importance in the field of hospitality. For example, Ivanov et al. (2020) examined Bulgarian hotel managers' perceptions of service robots using a convergent mixed-methods design. They collected structured quantitative data from 79 managers and qualitative data from 20 managers, analyzed the data separately, and then compared the results to develop a comprehensive interpretation. Similarly, Ambrozio et al. (2017) investigated SCUBA diving tourism's destination competitiveness using a mixed-method approach that combined semi-structured interviews and an online survey to capture tourists' perceptions of successful destinations. Furthermore, Popely et al. (2021) explored resilience in succession planning strategies in Chicago hotels during the global pandemic using mixed methods. Their study examined leadership styles, employee and visitor communications, public policy, collaborations, and organizational change readiness through surveys, qualitative interviews, and data evaluation to identify key patterns in resilient succession planning strategies.

It is, however, important to note that using the convergent mixed methods design poses challenges such as the different sample sizes and the possibility of diverging themes.

Some of the themes diverged, and this prompted the researcher to engage further with the literature to shed light on the inconsistencies (Creamer, 2018; Pluye et al., 2009).

This study collected and analyzed quantitative and qualitative data separately before merging both data sets into a single overall interpretation. The quantitative results were linked to qualitative findings to facilitate well-substantiated and valid conclusions about the study phenomenon. The qualitative data was used for in-depth description of the findings. The approach facilitated a deeper understanding of the study phenomena.

3.3.1 Study Area

The study was conducted in Western Uganda, which comprises the four sub-regions of Bunyoro, Tooro, Ankole, and Kigezi (UBOS, 2021), focusing on town hotels within these sub-regions. Uganda is located in East Africa between 1º S and 4º N latitude and 30º E and 35º E longitude. The country's geography is diverse, consisting of volcanic hills, mountains, and lakes, with an average elevation of 900 meters above sea level. Both the eastern and western borders of Uganda are characterized by mountainous terrain.

Western Uganda is one of the geographical regions in the country where districts are grouped based on similar socio-economic characteristics (UBOS, 2021). This classification is derived from the Uganda National Survey Report 2019/2020 (UBOS, 2021). The region consists of four sub-region (Uganda National Survey Report 2019/2020 (UBOS, 2021).A city or district from each sub-region will be selected since hotels are concentrated in the cities. Hoima city will be selected from Bunyoro, Fort Portal city from Tooro, and Mbarara city from Ankole. Since Kigezi sub-region has no city, Kabale district will be selected from this sub-region this is because it has many tourist attractions hence more hotels as compared to other districts in Kigezi sub-region.

The geographical distribution of the study area across the selected sub-regions and districts of western Uganda is presented in Figure 3.2.

Figure 3.2: Map of Uganda showing all sub-regions and districts, with Western Uganda and the studied cities inclusive.
Source: Nations Online Project. (2024).

3.3.1.1 Rationale for Study Area Selection

Western Uganda is widely recognized as one of the country's most important tourism destinations. The region is home to iconic natural attractions such as Queen Elizabeth National Park, Bwindi Impenetrable Forest, and Lake Bunyonyi, all of which draw both domestic and international tourists (Uganda Tourism Board, 2023). These attractions have stimulated significant investment in the hospitality industry, leading to the

emergence of numerous hotels and lodges across the region. As such, Western Uganda provides a suitable and relevant context for exploring key hotel management practices such as succession planning and the role of organizational culture on hotel survivability.

Western Uganda hosts a range of establishments from luxury, moderate and budget hotels each shaped by different management and leadership structures This variety enriches the sample frame. A substantial number of these hotels are indigenously owned and deeply embedded in owner ties, it also exposes these businesses to challenges such as lack of formal governance structures. Additionally, for many of the businesses, succession remains a sensitive and often neglected issue (PwC, 2021; Kakuru, 2017), resulting in leadership vacuums and operational disruptions when key leaders exit the business.

The selection of this study area was also strategically influenced by pre-existing relationships with hotel managers and HR personnel, which facilitated ethical access to participants. Additionally, administrative clearance and support from the Uganda Hotel Owners Association streamlined approval processes, enhanced the study's credibility, and fostered a cooperative environment during data collection.

Compared to Uganda's other regions, Western Uganda has received relatively limited academic focus in the hospitality management area Yet, it is in these semi-urban contexts where succession planning and cultural alignment can have the most pronounced impact on business survivability. Addressing this gap provides an opportunity to broaden the scope of tourism and hospitality research by incorporating insights from underrepresented regions.

Additionally, the hospitality sector in Western Uganda plays a vital role in the local economy by creating jobs, supporting small-scale suppliers, and generating tourism

revenue (Ministry of Tourism, Wildlife and Antiquities, 2021). However, many hotels continue to struggle with leadership transitions, staff retention, and long-term planning. These challenges often place such businesses at risk of closure, especially in the absence of structured succession strategies and adaptive organizational cultures. Therefore, exploring how these factors interact in the context of Western Uganda can yield important insights for hotel owners, local government officials, and tourism planners seeking to strengthen the resilience and sustainability of the sector.

Western Uganda was selected as the study area due to its strategic importance in Uganda's tourism sector. The region's wide range of accommodation facilities, coupled with its natural attractions, makes it ideal for assessing succession planning practices, organizational culture and survivability of hotels in Uganda. The diversity in hotel types from luxury, midrange and budget urban hotels provided a varied sample for the study. The inclusion of a variety of hotels in this study was essential in ensuring a comprehensive and contextually grounded analysis of succession planning practices, organizational culture, and hotel survivability. Hotels differ significantly in terms of their categorizations, ownership structure, management style, and resource endowments. These differences influence how succession planning is conceived and implemented, and how organizational culture shapes survivability.

3.3.2 Unit of analysis

The unit of analysis for this study was the hotel, as the research focused on organizational-level practices concerning succession planning, organizational culture, and survivability within Western Uganda town hotels. The table 3.1 below presents the distribution of the 40 hotels included in the study across four major cities in Western Uganda. The research categorizes hotels into luxury, mid-range, and budget to showcase the diverse range of accommodations considered. Hoima and Mbarara Cities

each host 13 hotels, with a fairly even spread across the three categories, while Fort Portal and Kabale each have 7 hotels.

Table 3.1: Distribution of studied hotels by city and category in Western Uganda (2024/2025)

S/N	City/Town	Total Hotels (n, %)	Luxury (n, %)	Mid-range (n, %)	Budget (n, %)
1	Hoima	13 (32.5%)	4 (10%)	5 (12.5%)	4 (10%)
2	Fort Portal	7 (17.5%)	2 (5%)	3 (7.5%)	2 (5%)
3	Mbarara	13 (32.5%)	4 (10%)	5 (12.5%)	4 (10%)
4	Kabale	7 (17.5%)	2 (5%)	3 (7.5%)	2 (5%)
Total	–	40 (100%)	12 (30%)	16 (40%)	12 (30%

Notes:

- City total percentage = (City total / 40) × 100

- Category percentage = (Category count / 40) × 100

Overall, mid-range hotels are the most represented, highlighting their prominence in the Western Uganda's hospitality sector. Focusing on the hotel as the unit of inquiry allowed the study to capture institutional processes and outcomes rather than individual perspectives, aligning with the mixed methods design and the PLS-SEM analysis at the organizational level.

3.3.3 Unit of inquiry

Since organizations are represented by individuals, the unit of inquiry comprised managerial personnel who could provide accurate information on behalf of their hotels. Specifically, data were collected from senior managers, heads of departments, and frontline supervisors and other operational-level leaders whose influence extends beyond routine service execution to include informal mentoring, problem-solving, and guest experience management within their respective departments who served as informants representing their respective hotels. This distinction ensured that while the

hotel was the primary focus, the perspectives of key personnel captured internal organizational dynamics.

3.4 Study Population

The concept of population of a study refers to the entire set of individuals, organizations, or entities that share common characteristics relevant to the research objectives (Creswell & Creswell, 2018). It represents the broader group from which a sample is drawn and about which the researcher seeks to make inferences (Sekaran & Bougie, 2020).In management and hospitality research, the population typically comprises organizations or employees operating within a defined sector or geographical scope. Clearly identifying the study population ensures that findings are contextually grounded and generalizable to the intended group. Hence, defining the population precisely is critical to ensuring validity, representativeness, and alignment between the study objectives and the sampling frame (Saunders, Lewis, & Thornhill, 2023).

3.4.1 Population for the study

The sampling frame consisted of all hotels listed in the *Uganda Hotel Owners' Association Hotel Guide (2023–24)*. From this list, all forty (40) registered town hotels in Western Uganda as listed by the Uganda Hotel Owners' Association (Uganda Hotel Guide, 2023–24) were purposively selected to represent the four sub-regions of Western Uganda, including high-end, mid-range, and budget establishments. However, Hotels located in parks, along lake sides, or in rural areas were excluded, as their operational contexts differ significantly.

Town hotels were purposively chosen because they represent urban-based establishments with comparable operational structures and leadership dynamics .This approach ensured that the analysis focused on hotels sharing comparable operational

and contextual characteristics, excluded hotels in other regions, enhanced representativeness, reduced sampling bias, and strengthened the validity of inferences drawn from both the quantitative and qualitative data.

According to the Ministry of Tourism, Wildlife, and Antiquities (Hotel and Accommodation Statistics Survey Analytical Report, 2020), hotels in Uganda typically have an average of three (3) staff member in upper management positions and seven (7) operational-level leaders involved in management roles such as housekeeping, front office, food and beverage, and related units. Based on this structure, the study estimated approximately 10 respondents per hotel, yielding a total target population of 400 participants across 40 hotels. Based on this structure, an estimated 10 participants per hotel were considered. Therefore, a total target population of 400 was derived from 40 selected town hotels in Western Uganda. This number represented a manageable and relevant population size for achieving the study's objectives

(Table 3.2) illustrates the Target Population by City/District for the 40 town hotels

Table 3.2: Target Population for the quantitative study by City/District

S/N	City	Number of Hotels (a)	Upper Management (a×3)	Departmental Management (a×7)	Target Population per City
1	Hoima City	13	39	91	130
2	Fort Portal City	7	21	49	70
3	Mbarara City	13	39	91	130
4	Kabale	7	21	49	70
	Total	40	120	280	400

Note As shown in Table 3.2, the population distribution was in two subsets, those at the upper management level (Hotel managers, Assistant Managers, operations managers) included 120 participants and participants at departmental management level (Heads of

departments, Human resource Managers and other operational-level leaders) Included 280.

Each subset represented a distinct subgroup within the population, and all participated in the quantitative phase. The targeted individuals were considered a culture-sharing group that had developed shared values and beliefs, understood the concepts of succession planning, organizational culture, and survivability, and thus possessed key information relevant to the study. These individuals share a strong understanding of succession planning, organizational culture, and survivability and also play central roles in shaping and implementing strategies that affect these areas. Their positions place them at the intersection of policy formulation and operational execution, allowing them to speak with authority on both formal plans and informal practices within the organization.

3.4.2 Participants for the Qualitative strand

A sub group of 10 interviewees, comprising five (5) owners, and five (5) general managers, were purposively selected to participate in the qualitative phase

Table 3.3 Hotel type and position and number of Respondents for the qualitative study

S/N	Hotel Type	Position	Number of Interviews
1	Luxury	General Manager	2
2	Luxury	Owner	1
3	Mid-range	General Manager	2
4	Mid-range	Owners	2
5	Budget	General Manager	1
6	Budget	Owner	2
Total	–	–	10

Note: The table distributes interviews across hotel categories and key strategic roles.

This ensured a mix of strategic perspectives.

The number of 10 participants falls within the recommended range of 7–14 interviews suggested by Polit and Beck (2013) as sufficient to generate recurring patterns and achieve thematic saturation in focused qualitative studies. Hennink and Bonnie (2022) also offer Methodogical support especially when information-rich cases are selected and data saturation is achieved. This balance reflects the pragmatic nature of the research design, which values both breadth (via quantitative analysis) and depth (via qualitative inquiry), ensuring methodological rigor and contextual relevance. From practice, the selected informants are responsible for guiding long-term planning, overseeing human resource functions, and making strategic decisions related to staff development, internal promotions, and leadership continuity. Such responsibilities make them valuable sources of information into how succession planning practices are structured and operationalized over time. Their positions place them at the intersection of policy formulation and operational execution, allowing them to speak with authority on both formal and informal practices within the organization. In many hotels, the se participants serve as key decision-makers and custodians of institutional knowledge. Thus their lived experiences offered facts and informative perspectives on what has enabled or hindered hotel success in a competitive and uncertain environments

3.5 Sample size

A sample size formula provides the number of responses that need to be obtained (Glenn, 1992).

The sample size for this study was determined using the Yamane (1967) formula for determining sample size. A 95% confidence level and $P = 0.05$ are assumed for the equation below.

Using Yamane's formula, $n = N/(1+N(e)^2)$, where n = sample size, N = population size, and e is the level of precision.

$n = 400/1 + 400(.05)^2 = 200$

The quantitative sample size of 200 respondents was determined. This sample size was statistically robust for conducting CB SEM and Partial Least Squares Structural Equation Modeling (PLS-SEM), which typically requires a minimum of 100 to 200 observations for reliable model estimation (Hair et al., 2021).Similarly, Kline (2016) and Hair, Black, Babin, and Anderson (2019) suggest that sample sizes around 200 can be sufficient for models of moderate complexity with well-specified constructs (Gonzaga-Domider & Dalayap, 2025).In line with the convergent mixed methods design, a qualitative sub-sample of 10 participants was purposively selected from the primary population. The sub-sample was chosen to re enforce data complementarity, capturing in-depth insights that enrich and help interpret the quantitative trends.

3.5.1 Sampling procedure

The study employed a nested concurrent sampling technique. In nested concurrent sampling, participants selected for one phase were a subset of those selected for the other phase, and data were collected at approximately the same time (Onwuegbuzie & Collins, 2015). A sub-sample of the population participated in an additional study (Onwuegbuzie & Collins, 2006), and this involved the use of combined sampling schemes.

In the quantitative study, participants were selected using stratified proportionate sampling from each category of participants. Proportional stratified sampling involves drawing samples from stratified groups in proportion to their representation in the population. As a result, the size of each sample stratum was proportional to the size of

the corresponding population stratum, ensuring that the probability of selecting a unit from a given stratum remained proportional to its relative size within the population. The proportionate sample per category of participants was derived from the target population per category and per city.

It was deemed appropriate to consider the regions as strata in the study. Stratification by region allowed for the adequate representation of each geographical area namely Hoima City, Fort Portal, Mbarara City, and Kabale, within the sample. By treating these regions as distinct strata, the study ensured that regional diversity was accurately reflected in the results. This stratified sampling approach enhanced the representativeness of the sample and improved the generalizability of the findings across the different locations included in the study.

 In an effort to ensure equitable representation of each hotel type across all districts, the study adopted a proportional representation approach. This method allowed for a balanced distribution of hotel types, preventing overrepresentation or underrepresentation of any particular category. The intention was to capture general trends across the hotel sector rather than focusing on the unique characteristics of any single hotel type .As a result, the study employed a stratified sampling approach to ensure a balanced and representative distribution of participants across hotel types and administrative districts. A total of 200 participants were drawn from four urban centers in Western Uganda including Hoima City, Fort Portal City, Mbarara City, and Kabale Municipality. Within each district, participants were further categorized by hotel type: luxury, mid-range, and budget. The distribution strategy ensured that the sample was both demographically and professionally diverse, thereby enriching the analysis with perspectives from different management levels and hotel categories.

Table 3.4 Distribution of sample by Hotel Type and District

District	Hotel Type	Upper Managers	HRM	HoD	Supervisors	Others- (service level leaders)	Total
Hoima City	Luxury	3	2	8	3	5	21
	Mid-range	3	2	8	3	5	21
	Budget	3	2	8	3	5	21
Fort Portal	Luxury	2	1	4	2	3	12
	Mid-range	2	1	4	2	3	12
	Budget	2	1	4	2	3	12
Mbarara City	Luxury	3	2	8	3	5	21
	Mid-range	3	2	8	3	5	21
	Budget	3	2	8	3	5	21
Kabale	Luxury	2	1	4	2	3	12
	Mid-range	2	1	4	2	3	12
	Budget	2	1	4	2	3	12

Note

The table 3.3 above provides the distribution of participants in the sample across different hotel types and districts. It reflects a balanced allocation of respondents from various categories, including upper managers, human resource managers, and heads of departments, Supervisors, and other team leaders at the support level. The sample was divided across four cities and a district including Hoima City, Fort Portal, Mbarara City, and Kabale and each representing different hotel types: Luxury, Mid-range, and Budget.

When stratified sampling was applied across the hotel strata defined by district and hotel category, the proportional allocation produced a total of 198 participants, representing a minor deviation from the 200 respondents initially derived from the scientific sampling formula. To maintain scientific rigor and achieve the target sample size, two strata were randomly assigned one additional participant each, bringing the total to 200. This adjustment ensured full sample representation without compromising the integrity of the stratified design. This approach aligns with established sampling

procedures (Babbie, 2015), which allow for random allocation of residual sample units across strata to preserve overall sample integrity. This distribution ensured a comprehensive representation of both management and operational staff, facilitating an in-depth understanding of the perspectives on succession planning, organizational culture and hotel survivability.

The participant roles included: upper managers, human resource managers, heads of departments, supervisors, and other staff members at 0perational leadership. Engaging with leaders across various levels of responsibility and from different geographic locations offered valuable insight into whether practices such as internal promotion, mentorship, and leadership skill development are consistently applied throughout hotel organizations or limited to certain roles or areas. This approach highlighted how the development of leadership skills can directly impact a hotel's ability to survive during periods of disruption. By speaking with managers at different levels, the research was able to identify where mentorship is taking place and whether it is a formal part of hotel operations. It also allowed for an analysis of whether promoting staff from within contributes to an organization's ability to maintain stability and adapt during leadership changes. Furthermore, exploring organizational culture across different regions and management levels made it possible to examine how organizational culture affect the success of these succession planning practices in supporting hotel survivability.

The balance in the number of participants across hotel types and districts ensured that the findings are not biased by any single hotel category, contributing to the strength of the research by capturing diverse viewpoints from luxury establishments, midrange and budget-friendly hotels in the different regions of Western Uganda.

For the qualitative inquiry, ten participants were selected following convenience purposive: five general managers and five owners. This was a relatively homogeneous sub group of hotel owners and general managers with direct experience of succession planning and leadership practices. The sampling scheme enabled a comprehensive study of specific subgroups within a larger population, providing insights from various leaders while ensuring representation across different subgroups.

During data collection, thematic patterns began to emerge consistently by the eighth interview, indicating that saturation was being approached. The remaining interviews served to confirm and refine these emerging themes, ensuring a comprehensive understanding of succession planning practices, organizational culture and hotel survivability. This demonstrates that the qualitative sample was adequate in size, guided by the principle of saturation, and capable of providing rich, reliable insights into organizational practices.

3.6 Data Collection

Both quantitative and qualitative data were collected concurrently to gain a comprehensive understanding of the succession planning practices, organizational culture, and hotel survivability. Quantitative data were collected using a structured survey questionnaire, while qualitative data were gathered through semi-structured interviews. This combination allowed the researcher to capture both measurable trends and nuanced perspectives within the hotel sector in Western Uganda. Data were collected from managerial and supervisory staff from selected town hotels, encompassing both star-rated and non-star-rated establishments. Ethical clearance was obtained from the relevant institutional review board, and all participants provided informed consent before participation. Integrating both data collection methods added depth, reliability, and practical value to the results.

3.6.1 Structured Questionnaire

A structured, self-administered questionnaire was developed to collect quantitative data relevant to the study objectives. The choice of a self-administered survey tool was based on its suitability for reaching a broad sample within the hotel sector, especially given the geographical dispersion and varying work schedules of employees in town hotels across western Uganda. Furthermore the target population was literate and familiar with self-administered survey tools. This method ensured that all respondents received an identical set of questions in a uniform format, thereby enhancing consistency in data collection and minimizing variation that might arise from interviewer influence or differences in question delivery. Additionally, the self-administered nature of the questionnaire provided respondents with a sense of privacy, which likely encouraged more honest responses particularly on sensitive matters such as internal promotion practices and perceptions of organizational culture. By eliminating the presence of an interviewer, the risk of bias was reduced, thus supporting the objectivity and reliability of the data. In addition, respondents were able to complete the questionnaire at their own convenience and pace, a feature that was especially beneficial in the hotel sector where work schedules tend to be irregular. This flexibility contributed to improved response rates and reduced pressure on participants. Moreover, the approach was both time-efficient and cost-effective in comparison to interviewer-administered surveys

Two hundred and forty (240) questionnaires on a 5-point Likert scale were issued to hotel executive-level managers, assistant managers, and functional managers, with the sample size increased to compensate for nonresponse (Glenn, 1992). The Likert scale is a psychometric scale that measures how people feel about something using a questionnaire approach. The items on this scale were evaluated based on the following

categories: 1 - Strongly Disagree, 2 - Disagree, 3 - Moderately Agree, 4 - Agree, and 5 - Strongly Agree.

The questionnaire consisted of two sections. The first section contained background information about the respondents, such as gender and age, while the subsequent sections captured respondents' feedback on succession planning practices (skills development, mentorship, and internal promotion), survivability, and organizational culture. The self-administered questionnaire was useful in comprehending participants' views on succession planning practices, organizational culture, and hotel survivability, allowing for a thorough exploration of the topic.

Constructs and measurement items were adapted from validated instruments and other items were developed from existing literature to ensure content validity. For instance, mentorship was measured using items related to coaching, networking, and confidence, consistent with prior studies on career development and succession planning.

3.6.2 Interview guide

An interview method is used to gain a deeper understanding of individuals' subjective experiences, views, and opinions in relation to the phenomenon under study (Busetto et al., 2020). Semi-structured interviews consisted of open-ended questions related to the topics of interest that the researcher needed to explore with the participants during the course of the interview.

The semi-structured interview schedule was developed to collect qualitative data that would complement and deepen the understanding of the quantitative findings. Semi-structured interviews, characterized by open-ended questions, covered broad areas of interest derived from the literature. The interview guide included questions aligned with the study's main constructs including succession planning practices (skill development,

mentorship, and internal employee promotion), organizational culture, and hotel survivability. Probing questions were also incorporated to encourage participants to elaborate on their experiences, perceptions, and contextual challenges.

The interview guide was refined during the early stages of data collection as the researcher gained deeper insights from the field. This adaptive process allowed the identification and exploration of original and unexpected issues in real time. The semi-structured format provided a balance between consistency across interviews and flexibility to pursue emerging themes in greater depth. This approach was particularly suitable for engaging key informants who could offer insights into succession planning practices, organizational culture, and hotel survivability within the local context. Using this design ensured comprehensive thematic coverage while allowing interviewees the freedom to express unanticipated perspectives. Overall, the semi-structured format enriched the data and facilitated integration of qualitative and quantitative findings during analysis. The full interview guide is provided in Appendix B.

3.7 Measurement of Variables

A variable refers to a characteristic or attribute of an individual or an organization that can be measured or observed and that varies among the people or organization being studied. Variables are often measured in quantitative studies (Creswell & Creswell, 2018). Measurement encompasses the systematic application of numerical values to a variable or factor that is to be quantified (Uher, 2020). The process involves identifying and defining the quality or attribute of a concept to be measured and determining the operations to isolate the attribute. In this study, key constructs were measured using validated indicators adopted from existing literature. Each variable was operationalized using multiple indicators that reflect the underlying dimensions of the construct. All items were measured on an ordinal scale five point Likert-type scale, which is

appropriate for capturing perceptions and attitudes. Each construct in the proposed model was designated as either an endogenous or an exogenous construct. An endogenous construct was one that receives a directional influence from some other construct in the model. That is, an endogenous construct is hypothesized to be affected by another construct in the model (Hair et al., 2014). An endogenous construct may also emit directional influence to some other construct in the model, but not necessarily (Hair et al., 2021).

The theoretical model for this study is represented by three exogenous constructs (skill development, mentorship career development and internal promotion) and two endogenous constructs (organizational culture and survivability). Scales from previous studies that measured similar constructs were adopted and adapted for use in this study. Accordingly, the available measurement scales were refined and modified to ensure their suitability for this specific research context. Consequently, the validity and reliability of the adapted measurement scales developed for this study were rigorously assessed.

3.7.1 Exogenous Variables (Latent Variables)

The three exogenous variables were defined as succession planning practices. These included: skill development, mentorship career development and internal promotion. The items measuring skills development including competence identification, training, and job rotation were adapted from prior research emphasizing human capital enhancement in succession contexts (Fadeyi et al., 2018; Groves, 2007; Akani, 2015; Pila, 2016). Internal promotion was evaluated through indicators such as perceived fairness in pay, equity in promotional decisions, and recruitment policies, drawing on recent studies that highlight the organizational implications of promotion systems (DeVaro et al., 2019; Sørensen, 2017; DeVaro & Morita, 2013). The construct of

mentorship was operationalized using three key dimensions coaching, networking, and confidence-building based on contemporary literature emphasizing mentorship as a strategic succession planning tool (Groves, 2007; Eby et al., 2013).
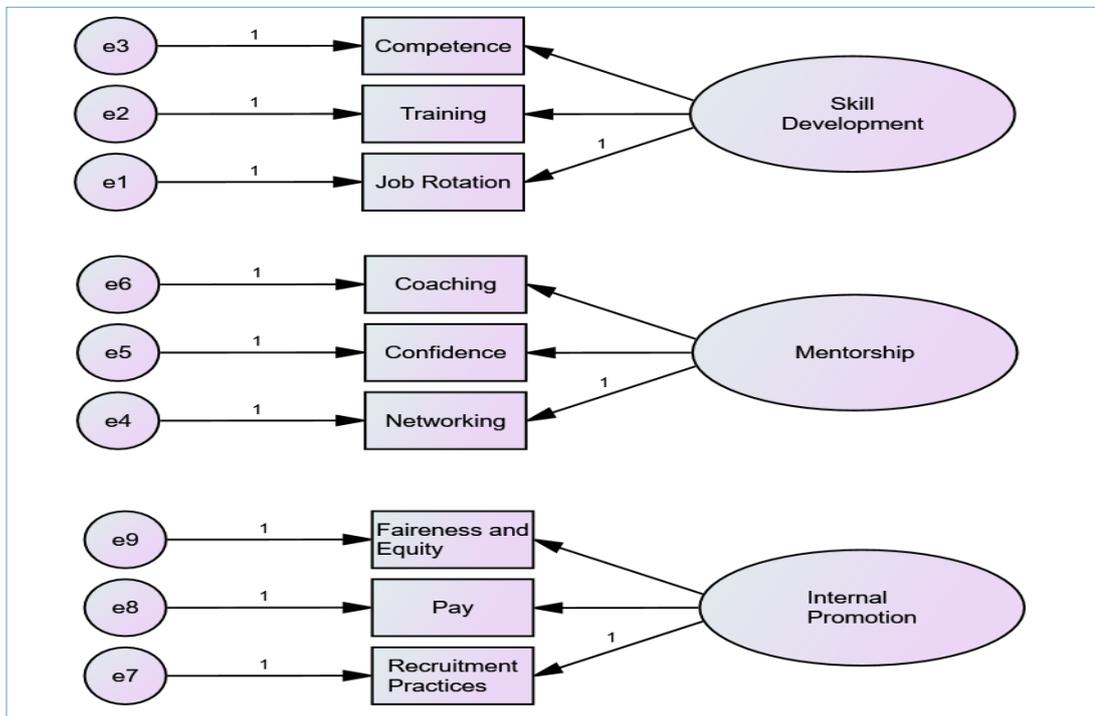
Figure 3.4: Measurement of Exogenous Variables

3.7.2 Endogenous Variables (Latent Variables)

The study had two predicted variables, that is, organizational culture and hotel survivability. These variables are often unobserved but have observed variables that were used to measure them.
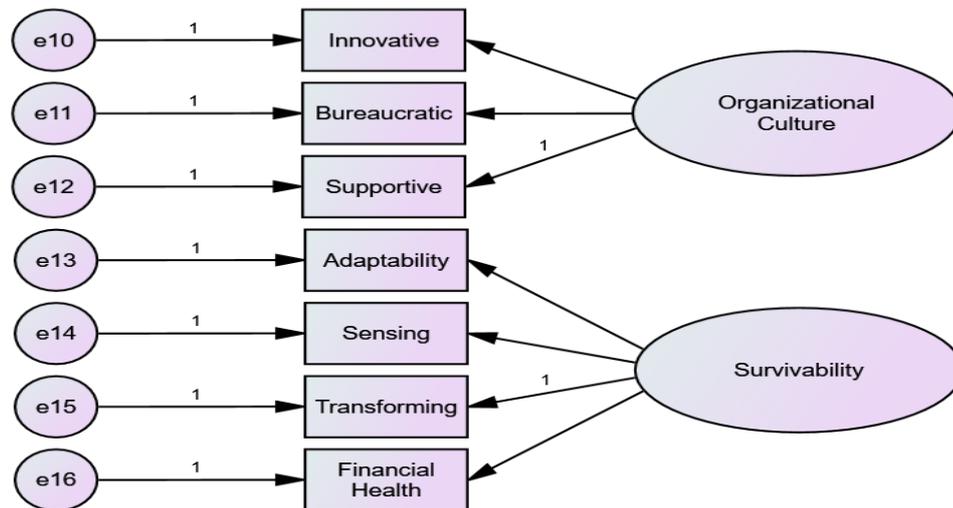
Figure 3.4: Measurement of Endogenous Variable

The Endogenous Variable survivability, was assessed through items were developed using adaptability (Pulakos et al., 2000). The authors state that task adaptability, interpersonal adaptability, and creative problem-solving, managing stress at work, addressing emergencies, and adjusting to changing circumstances are all important aspects of adaptability. Sensing and seizing items were adopted from Nieves and Haller (2014), Fainshmidt and Frazier (2017), and Wilden et al. (2013). Items for transforming were drawn from studies by Fainshmidt and Frazier (2017). The use of validated constructs and established measures enhances the construct validity and reliability of the study. This structured approach also facilitates the alignment of research instruments with the study's conceptual framework and hypotheses

The subjective approach was used in developing items for the hotels' financial health. This approach is appropriate for examining relative performance within an industry (Dess and Robinson, 1984). Numerous prior studies in the hotel industry have employed the subjective approach and have attested to its validity. As a result, financial health items were obtained from the literature (Rhyne, 2020; Michalkova et al., 2018; Valaskova and Constantin, 2018; and Kusuma et al., 2022).

Organizational culture items were developed using bureaucratic, supportive, and innovative culture scales adapted and modified from Qiang, Balakrishna, & Omar Din (2024) and Nafchi and Mohelská (2020).The questionnaire's individual characteristics are fairly simple, easy to use, and allow for comparison of the results

3.8 Pilot study

Prior to data collection, the research instrument underwent pretesting to ensure clarity, relevance, and appropriateness of items. A pilot study was conducted involving 20 respondents. The pilot test was conducted on a relevant population to verify the clarity, consistency, and coherence of the data collection tools. To limit any potential influence on the behavior of study subjects, participants were not involved in the final sample (Haralambos & Holborn, 2000). Ten percent of the sample was considered appropriate (Connelly, 2008), resulting in a sample of 20 respondents recruited from hotels in Kampala. The valuable feedback from the respondents on the questionnaire was integrated to improve the validity and reliability of the data collection tools before the actual data collection. Reliability for pilot studies should be greater than 0.70. According to Gupta & Bashir (2018) and Taherdoost (2016), values between 0.70 and 0.90 indicate high reliability, values between 0.50 and 0.70 indicate moderate reliability, and values below 0.50 indicate low reliability. The results from the pilot test were analyzed to determine whether the research instruments addressed the study objectives and they were considered acceptable

3.9 Validity and Reliability

It is crucial to ensure the quality and credibility of both quantitative and qualitative data to be able to generate accurate finding. In quantitative research, quality is ensured by establishing that the research instrument is valid and reliable, while in qualitative research, it is ensured by guaranteeing trustworthiness.

3.9.1 Reliability

Reliability assesses the accuracy of a measurement procedure in terms of the consistency and reproducibility of scores. It focuses on whether results can be replicated when the study is conducted under similar conditions. In this study, both internal consistency reliability and composite reliability were evaluated. Cronbach's alpha was used to assess internal consistency, ensuring that all items measuring a construct reliably capture the same underlying concept. A coefficient of 0.70 or above is generally considered acceptable in social science research (Hair et al., 2014). For each of the five key constructs, Cronbach's alpha values exceeded 0.70, indicating acceptable internal consistency.

Additionally, composite reliability (CR) was assessed through Confirmatory Factor Analysis (CFA), which provides a more robust estimate of reliability than Cronbach's alpha alone by examining the stability of the factor structure. CR values of 0.60 or higher were considered acceptable (Hair et al., 2021), with values of 0.70 or above considered ideal according to Fornell and Larcker (1981).

3.9.2 Validity of quantitative data

In quantitative research, validity refers to the extent to which an instrument accurately measures what it is intended to measure, while reliability concerns the consistency and stability of measurements across time and different conditions. Establishing validity ensures that the results obtained are both accurate and replicable.

Content validity evaluates whether the items adequately capture the content they are intended to measure (Creswell & Creswell, 2018). In this study, experts from the postgraduate board reviewed the instrument and provided feedback for improvement.

Additionally, the instrument items were compared with the literature to ensure that all fundamental aspects of the constructs were covered.

Convergent validity indicates the degree to which items share variance within a construct (Sujati, 2020). Convergent validity was assessed using the average variance extracted (AVE), with thresholds of 0.50 or higher considered acceptable for ensuring that a construct explains at least half of the variance of its indicators (Hair et al., 2021). According to Fornell and Larcker (1981), An AVE value of 0.50 or higher suggests that a construct explains more than half of the variance of its indicators, confirming acceptable convergent validity.

Discriminant validity ensures that constructs are empirically distinct from one another (Taherdoost, 2016). It was assessed using the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio of correlations. Discriminant validity is established if the square root of each construct's AVE exceeds its correlations with other constructs and if HTMT values are below 0.90 (Henseler et al., 2015). In this study, both conditions were met, indicating that all constructs were empirically distinct.

Model fit refers to the degree to which a hypothesized statistical model adequately reproduces the observed data. In structural equation modeling (SEM) and confirmatory factor analysis (CFA), assessing model fit determines whether the specified relationships among latent constructs and their indicators are consistent with the empirical data (Kline, 2016). A well-fitting model indicates that the theoretical structure plausibly represents the underlying phenomena, whereas poor fit suggests that the model may be misspecified or that additional modifications are needed (Hair et al., 2019).In this study, model fit was evaluated using widely accepted indices, following recommendations by Hair et al. (2019), Byrne (2016), and Kline (2016). Acceptable fit

criteria included CFI and TLI ≥ 0.90, RMSEA ≤ 0.08, and SRMR ≤ 0.08, indicating that the measurement model adequately fits the observed data.

(Results are reported in Chapter Four.)

3.9.3 Validity of Qualitative Data

Ensuring rigor in qualitative research requires careful attention to trustworthiness, encompassing credibility, transferability, dependability, and confirmability. As Nicmanis (2024) emphasized, methodological transparency and systematic analysis are central to producing findings that are both reliable and meaningful. Creswell highlighted the importance of aligning research design, data collection, and interpretation to participants' perspectives to minimize researcher bias. Similarly, Qaissi (2024) supported that careful documentation, reflexivity, and triangulation strengthen the integrity of thematic analysis, ensuring that results authentically reflect participants' experiences rather than the researcher's assumptions. These perspectives provide a robust foundation for establishing the validity of qualitative data in this study. The study ensured trustworthiness by addressing the four key criteria: credibility, transferability, dependability, and confirmability, which together strengthen the validity of qualitative findings.

Credibility was established through purposeful selection of participants with strategic roles and deep organizational knowledge. Hotel owners provided insights on values, challenges, and long-term goals, while general managers offered perspectives on operations, staff development, succession planning, and hotel survivability. Consistent interview protocols allowed reliable data collection, and verbatim quotations preserved participants' authentic voices.

Transferability was supported by rich, contextual descriptions and the inclusion of diverse hotels from competitive urban areas. This variety captured a broad range of operational realities, enhancing the relevance of findings to similar hotel contexts in and beyond Western Uganda.

Dependability was ensured through a transparent analytical process, including a uniform interview guide, consistent data collection procedures, and a clear audit trail linking raw data to thematic interpretations. Conducting interviews in professional settings further supported consistency.

Confirmability was achieved by grounding findings in participant narratives rather than researcher perspectives. Triangulation of insights from owners and general managers, along with structured interviews, audio recordings, and detailed transcriptions, ensured objectivity and systematic verification

Reflexivity and Saturation: The researcher maintained reflexivity by continuously reflecting on personal assumptions and potential biases throughout data collection and analysis. Interviews were conducted until data saturation was reached, ensuring that emerging themes comprehensively captured participants' perspectives.

3.10 Data Analysis

This study employed a mixed methods approach, integrating both qualitative and quantitative techniques to gain a comprehensive understanding of succession planning practices and hotel survivability. Data analysis was structured in alignment with the convergent mixed methods design, allowing for the parallel collection and interpretation of qualitative and quantitative data. Quantitative data were analyzed using both descriptive statistics (such as means, standard deviations, and frequencies) and inferential techniques, including Structural Equation Modeling (SEM). SEM was

employed to test the relationships among latent constructs, evaluate the measurement model, and validate the hypothesized structural paths. Descriptive statistics were used to summarize demographic characteristics and key variables, while SEM allowed for rigorous model testing and validation. On the other hand, the qualitative data, obtained through semi-structured interviews were analyzed using thematic analysis, following Braun and Clarke's (2006) six-phase framework. This method facilitated the identification, analysis, and interpretation of patterns within participants' narratives, providing rich, contextual insights into lived experiences and organizational practices related to succession planning.

3.10.1 Quantitative Data analysis

The quantitative data analysis was conducted using descriptive, inferential, and multivariate techniques to rigorously test the research hypotheses. Initial data preparation involved cleaning, coding, and screening for missing values, outliers, and normality to ensure the dataset met the assumptions required for advanced statistical analysis. Missing data were appropriately handled, univariate outliers were identified using standardized residuals exceeding ±3, and multivariate outliers were detected via Mahalanobis distance. Normality was assessed through skewness and kurtosis, with acceptable ranges between –2 and +2 (Tabachnick & Fidell, 2001; Kline, 2016). Negatively worded items from the Minor Event Measurement Ventures (MEMV) scales were reverse-coded for consistency.

Descriptive statistics, including means and standard deviations, summarized the data, while inferential statistics provided estimates of variability and significance. Results were presented through frequencies, percentages, tables, and charts. SPSS v27, AMOS v26, and SmartPLS were used for data processing, measurement evaluation, and structural model testing.

3.10.1.1 Measurement Model Evaluation

Exploratory Factor Analysis (EFA) was conducted to examine the underlying structure of constructs and identify weak indicators. Factor loadings below 0.40 were removed, while values between 0.40 and 0.70 were retained if construct reliability was acceptable (Hair et al., 2021). Principal Component Analysis (PCA) with Varimax rotation further refined the measurement model by eliminating items with low or cross-loadings. The refined indicators were validated through Confirmatory Factor Analysis (CFA) using a split-sample approach, assessing unidimensionality, construct reliability, and convergent validity. Composite Reliability (CR) $\geq$ 0.60 and Average Variance Extracted (AVE) $\geq$ 0.50 were considered acceptable (Hair et al., 2021) CR values $\geq$ 0.70 and AVE $\geq$ 0.50 further confirmed internal consistency and convergent validity (Fornell & Larcker, 1981).

Discriminant validity was assessed using the Fornell-Larcker criterion, where the square root of AVE for each construct exceeded its correlations with all other constructs, confirming that constructs were empirically

3.10.1.2 Structural Equation Modeling (SEM)

SEM was employed to examine the hypothesized relationships among succession planning, organizational culture, and hotel survivability. This method allows simultaneous estimation of multiple interrelated effects, accounts for measurement error, and evaluates both direct and indirect relationships (Hair et al., 2019, 2021; Kline, 2016). Model fit was assessed using standard indices: CFI and TLI $\geq$ 0.90, RMSEA $\leq$ 0.08, RMR, NFI, and GFI (Schumacker, Lomax, & St. Cahyono, 2022).The model was iteratively refined using modification indices to improve fit while maintaining theoretical integrity.

3.10.1.2.1 Structural Equation Modeling Stages

The structural Equation Modeling involved six stages namely, variable specification and classification, SEM graphical notation and symbols, confirmatory factor analysis (measurement model), model identification, evaluating the results of goodness-of fit and lastly post- hoc modification as discussed.

Stage I: Variable Specification and Classification

In SEM, variables are classified as latent or observed. Latent variables (or constructs) are unmeasured concepts inferred from multiple observed indicators, such as skill development, mentorship, and organizational culture in this study (Kline, 2016; Hair et al., 2019). Observed variables are the directly measured indicators used to estimate these latent constructs (Schumacker et al., 2022).This study used nineteen indicators mainly from networking and human capital development.

Latent variables can be exogenous (predictors, not influenced by others) or endogenous (dependent variables, influenced by others), represented by double-headed and single-headed arrows, respectively (Byrne, 2016; Hair et al., 2019). Here, skill development, mentorship, and internal promotion are exogenous, while organizational culture and hotel survivability are endogenous, allowing analysis of directional and mediation effects.

Stage II: SEM Graphical Notation and Symbols

Structural Equation Models (SEMs) can be specified in various ways, but path diagrams have become the preferred method for ease of interpretation, especially with software like AMOS providing a user-friendly visual interface (Arbuckle, 2016; Byrne, 2016).

Path diagrams use standardized symbols: rectangles for observed variables, ellipses for latent variables, error terms for unexplained variance, single-headed arrows for

directional effects, and double-headed arrows for covariances or correlations (Hair et al., 2019; Kline, 2016; Schumacker et al., 2022).

Stage III: Confirmatory Factor Analysis (Measurement Model)

The measurement model in SEM is assessed using Confirmatory Factor Analysis (CFA), which links observed variables to latent constructs in the hypothesized model (Brown, 2015; Kline, 2016). CFA evaluates the reliability of indicators and examines interrelationships among latent variables to assess their distinctiveness (Hair et al., 2019). Parameters such as factor loadings, error variances, and modification indices are estimated to identify valid indicators before testing structural relationships (Byrne, 2016; Schumacker et al., 2022).

In this study, six measurement models were specified and tested using AMOS 26, each hypothesizing a two-factor structure with variables loading on a single factor. Reliability, convergent validity, and discriminant validity were assessed to confirm construct adequacy prior to structural model analysis.

Stage IV: Model Identification

A key step in Confirmatory Factor Analysis (CFA) is ensuring the model is identified, meaning the available variances and covariances exceed the number of parameters to estimate (Kline, 2016; Schumacker et al., 2022). Identification problems show as large standard errors, failure to invert matrices, impossible estimates (e.g., negative error variances), or very high correlations (≥ 0.90) among parameters (Hair et al., 2019).

Hair et al. (2019) note three main causes of identification issues: too many parameters relative to data (low degrees of freedom), reciprocal effects between constructs, and not fixing latent variable scales (Byrne, 2016; Kline, 2016).

In this study, additional constraints were imposed, and some paths removed to achieve over-identified models with positive degrees of freedom, enabling reliable parameter estimation and meaningful fit testing (Kline, 2016).

Stage V: Evaluating the Results for Goodness of Fit.

As noted by Hair et al. (2019), the initial step in evaluating SEM results is to identify any offending estimates such as negative variances, standardized coefficients exceeding acceptable ranges, or non-significant parameters that may indicate model misspecification. Once the model yields acceptable parameter estimates, it is essential to assess the goodness-of-fit for the overall model, as well as separately for the measurement and structural components (Kline, 2016; Byrne, 2016).

In alignment with these perspectives, evaluating goodness-of-fit involves determining how well the empirical data conform to the theoretical model assumptions underpinning SEM. Key assumptions include the independence of observations, random sampling of respondents, and linear relationships among variables (Ghaleb & Yaslioglu, 2024).

Hair et al. (2019) further classify goodness-of-fit indices into three main categories: absolute fit indices, which assess how well the proposed model reproduces the observed data; incremental fit indices, which compare the specified model to a baseline or null model; and parsimonious fit indices, which account for model complexity by penalizing for the number of estimated parameters.

Absolute fit indices evaluate how well a specified model fits the observed data, providing a basic assessment of overall model adequacy (Sathyanarayana & Thangamuthu, 2024). Common indices include chi-square (χ^2), RMSEA, GFI, AGFI, RMR, and SRMR.

The chi-square test compares observed and model-implied covariance matrices, with a non-significant result (p > 0.05) indicating good fit (Hair, 2021). However, it assumes multivariate normality and is sensitive to sample size, often rejecting models in large samples and lacking power in small ones (Bentler & Bonett, 1980M; Kenny & McCoach, 2003). The normed chi-square (χ^2/df) offers a practical alternative, with acceptable values ranging from 2.0 to 5.0 (Hooper et al., 2008; (Mackie & Musah, 2025).

RMSEA estimates model fit while penalizing complexity, with values below 0.06 generally indicating good fit (Hooper et al., 2008). Its confidence interval allows precise testing of fit quality. GFI and AGFI assess variance explained by the model, with values above 0.90 suggesting good fit (Byrne, 2001). RMR measures residuals but is scale-dependent and thus less interpretable when variables differ in scale (Kline, 2016). SRMR standardizes residuals and is preferred, with values below 0.05 indicating good fit (Byrne, 1998; Diamantopoulos & Siguaw, 2002).

Incremental fit indices, also called comparative or relative fit indices (Miles & Shevlin, 2007; McDonald & Ho, 2002), assess model fit by comparing the model's chi-square to a baseline null model where all variables are uncorrelated. The Normed Fit Index (NFI) compares the proposed model's chi-square to that of the null model, with values from 0 to 1; traditionally, values above 0.90 indicate acceptable fit (Bentler & Bonett, 1980), but recent guidelines recommend a stricter cutoff of ≥ 0.95 (Hu & Bentler, 1999). NFI is sensitive to sample size and may underestimate fit with samples under 200, so it should not be used alone (Bentler, 1990;; Kline, 2016).

The Comparative Fit Index (CFI) improves on NFI by adjusting for sample size effects and performs well with smaller samples (Byrne, 1998; Tabachnick & Fidell, 2007).

Like NFI, CFI ranges from 0 to 1, with a recommended cutoff of ≥ 0.95 for good fit (Hu & Bentler, 1999). It is neither necessary nor practical to report every fit index from SEM software, as this can overwhelm readers and reviewers. Selectively reporting only favorable indices should be avoided, as it hides important information. McDonald and Ho (2002) found that CFI, GFI, NFI, and NNFI are the most commonly reported indices, though some, like GFI, persist mainly for historical reasons.

No single rule exists for assessing model fit, so reporting multiple indices is recommended since they reflect different fit aspects (Hair et al., 2021) Despite its limitations, the chi-square statistic—along with degrees of freedom and p-value remains essential (Kline, 2016; Hayduk et al., 2007). Hu and Bentler (1999) suggest reporting SRMR alongside NNFI, RMSEA, or CFI. Kline (2016) and Boomsma (2000) recommend chi-square, RMSEA, CFI, and SRMR, with Boomsma also advising reporting squared multiple correlations.

Following these guidelines, this study reports chi-square with degrees of freedom and p-value, RMSEA with confidence intervals, SRMR, and CFI. These indices are chosen for their robustness against sample size effects and model misspecification. Table 3.6 shows the fit index thresholds used.

Table 3.5: Goodness-of-Fit Indices

Fit indices	Accepted Value
Absolute Fit Measures	
Chi-square/df ($\chi2$ /df)	<3
GFI (Goodness-of-fit Index)	>0.90
RMSEA (Root Mean Square Error of Approximation)	<0.07
AGFI (Adjusted Goodness of Fit Index)	>0.90
Incremental Fit Measures	
NFI (Normed Fit Index)	>0.90
CFI (Comparative Fit Index)	>0.90

Source: *Tabachnick and Fidell (2007)*

Stage VI: Post Hoc Modification

The final phase of analysis involved model modification to enhance overall model fit, especially if the initial hypothesized model demonstrated suboptimal fit indices. The AMOS software offers several tools to guide this refinement process. One such tool is the Modification Index (MI)**,** which estimates the expected decrease in the overall chi-square (χ^2) value if a fixed parameter were freely estimated in a subsequent model run. High MI values suggest that freeing a specific parameter could significantly improve model fit. Another tool is the Expected Parameter Change (EPC) statistic, which indicates the anticipated magnitude and direction of change in a parameter estimate if it were freed. Additionally, standardized residuals expressed as Z-scores were assessed to identify poorly explained relationships within the model. Residual values exceeding ±2.58 are considered large and may indicate areas requiring model adjustment.

3.10.1.3 Moderation Testing

To assess the moderating role of organizational culture in the relationship between succession planning practices and hotel survivability, the study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4. This method is suitable for exploratory research, complex models with multiple constructs, and predictive modeling (Hair et al., 2017).

Organizational culture was hypothesized to moderate the relationship between succession planning practices and survivability based on literature suggesting that shared values and norms within an organization can either enhance or constrain the effectiveness of succession planning (Schein, 2010; Cameron & Quinn, 2011). Therefore, its inclusion as a moderator was grounded in theory and practical relevance to the hotel context in Western Uganda.

The moderation effect was modeled using the product indicator approach, which is one of the standard methods supported in SmartPLS for testing interactions between latent variables. This approach involves multiplying each indicator of the exogenous variable (succession planning practices) by each indicator of the moderator (organizational culture) to create interaction terms.

A bootstrapping procedure was conducted with 10,000 subsamples, using the Bias-Corrected and Accelerated (BCa) method at a 95% confidence interval. This ensures robust estimation of path coefficients and significance levels without assuming normality (Hair et al., 2017).

The inner Variance Inflation Factor (VIF) values were examined to ensure multicollinearity was not an issue. All VIF values were below the recommended threshold of 3.3, indicating acceptable levels of collinearity (Diamantopoulos & Siguaw, 2002).

The coefficient of determination (R^2) indicated that the exogenous variables explained 48% of the variance in the endogenous construct survivability, suggesting moderate predictive power (Hair et al., 2011; Henseler et al., 2009).

Using a blindfolding procedure with an omission distance of seven, the cross-validated redundancy (Q^2) value for survivability was found to be 0.39, exceeding zero, thus confirming predictive relevance (Geisser, 1974; Stone, 1974; Hair et al., 2017).The effect size (f^2) for the moderation effect was 0.201, interpreted as small (Hair et al., 2019), suggesting a modest but meaningful contribution of the moderator to explaining variance in survivability.

The moderation path itself was statistically significant, with a path coefficient. These values confirmed that organizational culture significantly and negatively moderates the relationship between succession planning practices and hotel survivability.

3.10.2 Qualitative Data Analysis

The study employed inductive thematic analysis to examine qualitative data derived from ten semi-structured interviews (participants labeled R1–R10). This qualitative strand aimed to generate rich, in-depth insights into participants' experiences and perspectives, thereby complementing the quantitative findings in alignment with a convergent mixed methods design. The analysis followed the six-phase framework proposed by Braun and Clarke (2006): familiarization with the data, generation of initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the final report.

Thematic analysis was selected for its flexibility and effectiveness in identifying, analyzing, and interpreting patterns across qualitative datasets. This method enabled the exploration of participants' lived experiences in the context of town hotels, particularly concerning succession planning, organizational culture, and hotel survivability.

NVivo software was utilized during the initial coding stages to facilitate systematic organization of data, track emerging themes, and retrieve illustrative quotations. While the software supported the coding process, the final interpretation and theme refinement were conducted manually to ensure contextual sensitivity and alignment with the social and cultural settings described by the participants. This hybrid approach helped maintain analytical rigor and depth.

The analysis began with data familiarization, involving multiple readings of interview transcripts, researcher notes, and audio recordings. Line-by-line examination enabled the researcher to immerse in participants' narratives, identify key quotations, and note emerging patterns and contradictions. These early insights informed the subsequent coding phase.

During initial coding, descriptive labels were assigned to meaningful data segments aligned with the study's core topics. While NVivo supported code organization, the interpretation remained researcher-driven, focusing on experiences and insights related to succession planning, organizational culture, and long-term hotel sustainability.

Subsequently, codes were clustered into potential themes by analyzing relationships and recurring patterns. This stage involved recognizing broader concepts that emerged across multiple interviews, forming the foundation for the thematic structure. In the review phase, themes were evaluated against both the coded extracts and the full dataset to confirm coherence, distinctiveness, and alignment with participants' narratives. Some themes were refined, merged, or removed based on relevance and empirical support.

Each theme was then clearly defined and labeled to capture its core meaning. Definitions were carefully articulated to ensure interpretive clarity and consistency, with input from an experienced qualitative researcher consulted during this process for feedback and validation.

Throughout the analysis, the researcher engaged in reflexivity, critically reflecting on how personal assumptions or prior knowledge might influence interpretation. Peer debriefing and review of selected transcripts by a qualitative research expert further ensured the credibility and consistency of the thematic interpretation.

3.11 Assumptions of the Study

This study was guided by a set of theoretical, methodological, and practical assumptions that underpinned its design, execution, and interpretation. It was theoretically assumed that the constructs of succession planning practices, organizational culture, and hotel survivability are conceptually valid and contextually relevant to town hotels in Western Uganda. The adopted frameworks, namely Tournament Theory, Integrated Succession Planning and Leadership Development Theory, and Dynamic Capability Theory, were considered appropriate for explaining the interrelationships among these variables, providing a coherent foundation for the study's conceptual model.

From a methodological standpoint, it was assumed that the data collection instruments, the questionnaire and interview guide, accurately captured the intended constructs. This confidence was grounded in a rigorous process of literature review, expert consultation, and pretesting. Respondents were assumed to have provided honest, reflective, and unbiased responses during both the survey and interviews. The sample size and data characteristics were further assumed to be adequate for PLS-SEM analysis, satisfying requirements of reliability, validity, and linearity. In addition, it was assumed that observations across the participating hotels were independent, minimizing the risk of cross-influence among respondents.

Practically and contextually, the study assumed that town hotels in Western Uganda share broadly similar succession planning and survivability challenges, allowing for meaningful comparison and cautious generalization within this category. Each hotel was further assumed to possess a distinct organizational culture that shapes its leadership transition practices, staff management, and overall capacity for survival. Although variations existed in departmental structures, particularly in how operations,

front office, or food and beverage units were organized, it was assumed that these differences would not significantly affect the applicability of the study constructs. Importantly, all participating hotels were confirmed to possess the core operational departments of front office, housekeeping, food and beverage, and administration, providing a comparable functional base across establishments. It was further assumed that the selected respondents, including hotel owners, general managers, and departmental managers, had adequate experience and contextual understanding to provide valid and informed insights on succession planning and organizational culture within their hotels.

3.12 Ethical Considerations

The study was conducted with strict adherence to contemporary ethical standards in research involving human participants. Key ethical principles addressed included informed consent, privacy and confidentiality, anonymity, and the researcher's responsibility, all aligned with widely accepted ethical research frameworks (Resnik, 2019; Israel, 2021).

Informed consent was a primary ethical consideration. All participants were provided with comprehensive information about the study before participation. This included the purpose of the research, expected duration of participation, procedures to be followed, potential benefits, and the measures in place to protect their privacy and confidentiality. Participants were given the opportunity to ask questions and make voluntary, informed decisions about their involvement, in accordance with best practices in ethical research (British Psychological Society, 2021).

The study also prioritized privacy and confidentiality. Data collection was conducted in a manner that respected the private boundaries of participants and ensured that

sensitive information was protected. Confidentiality agreements were clearly communicated, and any data collected was used strictly for academic purposes. Access to raw data was restricted to the research team, and findings were reported in aggregate to avoid any identification of individual participants, in line with data protection standards such as the General Data Protection Regulation (GDPR) (EU, 2018; Markham & Buchanan, 2021).

To ensure anonymity, the study deliberately avoided collecting personally identifiable information. Where illustrative cases were presented, pseudonyms were used instead of real names to protect participant identities. This approach aligned with ethical guidelines that emphasize minimizing the risk of harm or exposure to participants (APA, 2020).

Finally, the researcher's responsibility was upheld throughout the study by ensuring transparency, voluntary participation, and respectful engagement with all participants. Ethical clearance was sought and obtained from the relevant institutional review board, and participants were assured that they could withdraw at any stage without penalty.

3.13 Limitations of the Study

Despite efforts to maintain methodological rigor, this study was subject to several limitations that should be considered when interpreting the findings

Limited Generalizability: The study focused on town hotels in Western Uganda; therefore, the findings may not be fully generalizable to hotels in other regions or to different categories of hospitality establishments. Regional and contextual variations in management practices, ownership structures, and cultural dynamics may yield different outcomes.

Self-Reported Data: Both the quantitative and qualitative data relied on self-reported

responses, which are prone to biases such as social desirability and recall error. Although triangulation was employed to enhance reliability, the potential for respondent bias remains a limitation.

Sample Accessibility: Some hotel managers faced operational constraints that limited their participation, which may have reduced the diversity of perspectives represented in the sample. While efforts were made to ensure adequate representation, the views captured may not reflect the full range of managerial experiences across the region.

Uncontrolled External Factors: The study did not account for external influences such as industry competition, economic fluctuations, regulatory changes, natural disasters (including pandemics), wars, or the impact of emerging technologies and environmental regulations. These factors may independently affect hotel survivability but were beyond the scope of this research.

Conducted within a specific time frame: The study was conducted within a specific time frame. Consequently, it may not capture temporal changes in succession planning practices or shifts in organizational culture over time.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.0 Introduction

This chapter presents the results of the statistical and qualitative analyses conducted to evaluate the relationships between succession planning practices, organizational culture, and survivability outcomes. The statistical analysis includes the examination of both the measurement model and the structural model, followed by hypothesis testing to assess the validity and significance of the proposed relationships. The qualitative analysis involved the use of thematic analysis. This combination of statistical and qualitative methods allowed for understanding the influence of succession planning practices and organizational culture on hotel survivability.

4.1 Response Rate

This sub-section presents the response rate achieved in the study. The response rate is a critical indicator of the effectiveness of the data collection process and the reliability of the study findings. It reflects the proportion of participants who completed and returned the survey or participated in the interviews out of the total number approached. A high response rate enhances the credibility and generalizability of the research results, while a low response rate may suggest potential bias or limitations in the data. A total of 240 questionnaires were distributed to respondents, out of which 200 were completed and returned, resulting in a response rate of 83.3%. This response rate was considered adequate for statistical analysis, as it exceeds the commonly recommended threshold of 70% for survey-based studies (Saunders et al., 2019).

Table 4.1 Response Rate

Description	Number of Questionnaires	Percentage (%)
Distributed	240	100.0
Returned	200	83.3
Not Returned	40	16.7
Valid for Analysis	200	83.3

The returned questionnaires were then screened for completeness and accuracy. All 200 responses were found to be valid and usable for further analysis, as there were no significant issues with missing data. Therefore, the final sample size for this study remained 200 respondents, in line with the intended sample size.

4.2 Data Screening and Preparation

Before conducting the main statistical analyses, the dataset was subjected to preparatory screening using SPSS to ensure its accuracy, consistency, and suitability for further analysis.

4.2.1 Missing Data

Prior to data entry and statistical analysis, all returned questionnaires were systematically reviewed to ensure completeness. This preliminary screening process was undertaken to identify and address any instances of missing data at an early stage. By verifying that all required fields were appropriately filled, the study minimized the risk of bias or inaccuracies associated with incomplete datasets, thereby enhancing the validity and reliability of subsequent analyses (Creswell & Creswell, 2018)

4.2.2 Normality Assessment

Although Structural Equation Modeling (SEM) does not strictly require normal data (Hair et al., 2021), normality screening was conducted to enhance interpretability and

to reduce the influence of extreme values. A log10 transformation was applied to all latent variables.

Shapiro-Wilk is generally preferred when sample size is small to medium (n < 2000), was deemed appropriate for this study The test was conducted to assess the distribution of the data before proceeding with the main statistical analysis and the test was run after Log10 transformation of the latent variables. The test is also essential for determining the suitability of the data for further analysis using Structural Equation Modeling (SEM). In table 4.2 below is a summary of the results

Table 4.2 Shapiro-Wilk tests after Log10 transformation of latent variables

Latent Variable	Shapiro-Wilk p-value	Basis for Normality Assumption	Interpretation
Succession planning practices	.129	$p > .05$	Normality assumed
Skill development	.274	$p > .05$	Normality assumed
Mentorship	.091	$p > .05$	Normality assumed
Internal promotion	.632	$p > .05$	Normality assumed
Organizational culture	.115	$p > .05$	Normality assumed
Survivability	.606	$p > .05$	Normality assumed

The Shapiro-Wilk test yielded non-significant p-values ($p > 0.05$) for all latent variables, suggesting that the data followed normal distributions (Shapiro & Wilk, 1965.Since the test indicated no significant deviations from normality, it was concluded that the data were suitable for SEM analysis, which is robust to minor violations of normality (Hair et al., 2021).

4.2.2.1 Data Distribution and Outlier Detection

Boxplots were used to visually inspect data distribution and identify potential outliers across the main constructs. Figures 4.1 to 4.5 show the boxplots of the transformed constructs. The majority of data were symmetrically distributed, with a few mild

outliers detected in skill development and mentorship constructs. These outliers were retained, as they were not extreme and did not significantly distort the distribution.

Prior to analysis, the raw data were examined for potential outliers using boxplots and descriptive statistics. Given the non-normality of initial data distributions, a log10 transformation was applied to all latent variables to reduce Skewness and improve the behavior of the data. This step aimed to minimize the impact of extreme values and enhance the suitability of the dataset for structural modeling.

The boxplot in Figure 4.1 illustrates the distribution of the Log10-transformed Survivability scores. The median value was approximately 0.32, with the interquartile range spanning from 0.23 to 0.39. The whiskers extended from roughly 0.10 to 0.52, capturing the majority of the data.
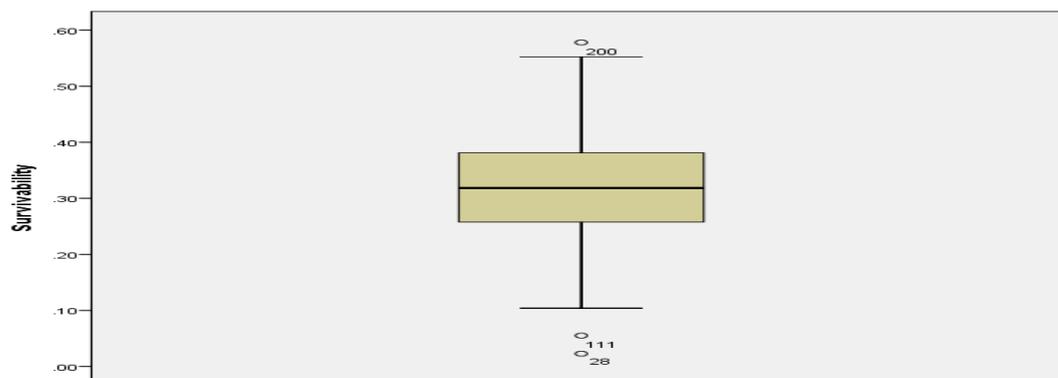
Figure 4.1 Distribution of the Log10-transformed Survivability scores.

Three cases including: 28, 111, and 200, appeared as mild outliers. These data points were visually distant from the rest but remained within acceptable bounds for the analysis. Since they were not statistically extreme and SEM tolerates such deviations (Hair et al., 2021), they were included in the dataset without modification. Overall, the transformed Survivability variable exhibited a distribution suitable for use in the SEM model

The boxplot in Figure 4.2 below presents the distribution of Log10-transformed scores for the Organizational Culture construct. The median was approximately 0.27, with interquartile values ranging from 0.18 to 0.37. The majority of responses were distributed within the 0.01 to 0.47 range. In the figure only one mild outlier (Case 200) was identified above the upper whisker. This data point did not appear extreme and was retained for analysis, in line with SEM's tolerance for minor data irregularities (Hair et al., 2021; Kock, 2015). The distribution was considered suitable for continued multivariate analysis, particularly after the successful application of a logarithmic transformation
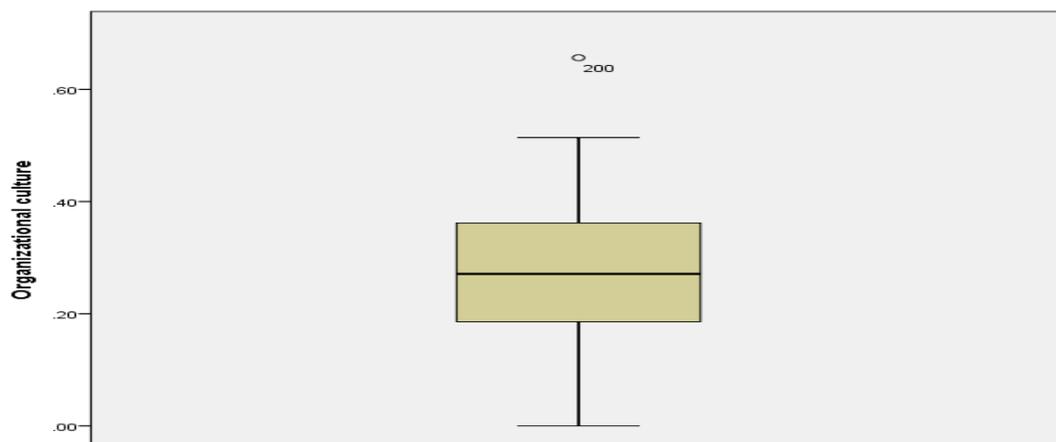
Figure 4.2 Distribution of the Log10-transformed Organizational Culture items.

The boxplot in Figure 4.3 presents the distribution of Log10-transformed scores for the Skill development and mentorship constructs. The median was approximately 0.27, with interquartile values ranging from 0.18 to 0.37. The majority of responses were distributed within the 0.01 to 0.47 range. From the figure, there was no case identified either above or below the upper whisker. The distribution was therefore considered suitable for continued multivariate analysis, particularly after the successful application of a logarithmic transformation.
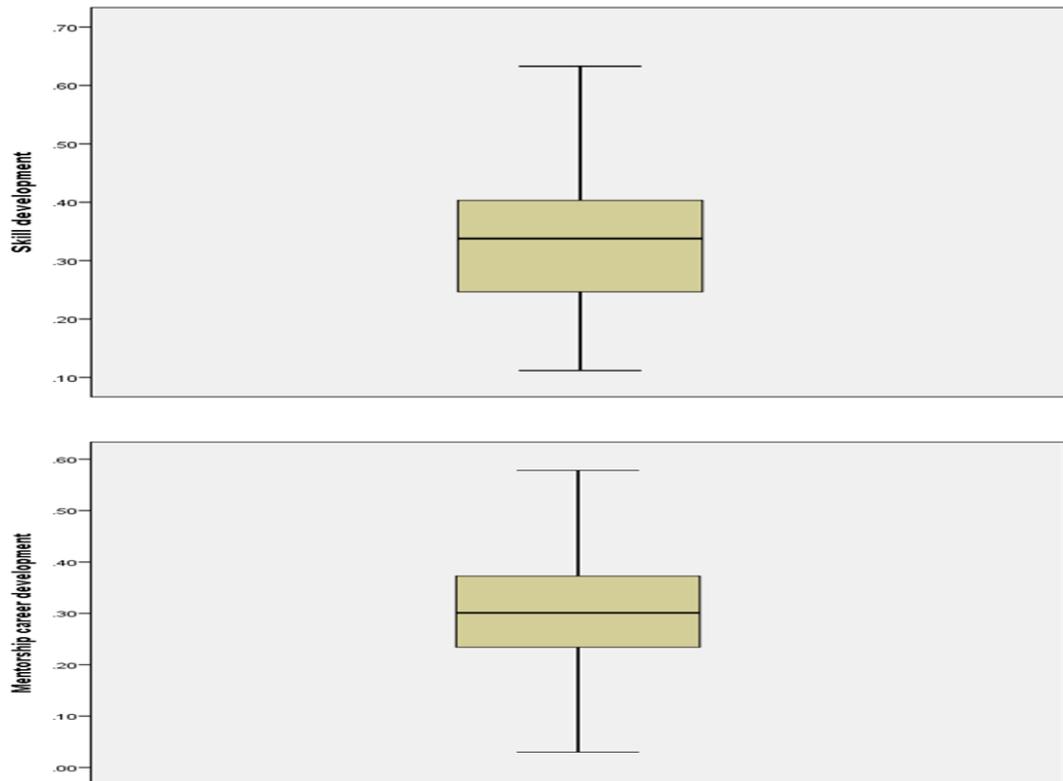
Figure 4.3 Skill Development and mentorship construct Items.

In Figure 4.5 below, only one mild outlier (Case 28) was identified below the upper whisker. This data point did not appear extreme and was retained for analysis, in line with SEM's tolerance for minor data irregularities (Hair et al., 2021; Kock, 2015). The boxplot illustrates the distribution of the Log10-transformed Succession planning scores. The median value was approximately 0.32, with the interquartile range spanning from 0.23 to 0.39. The whiskers extended from roughly 0.10 to 0.52, capturing the majority of the data.
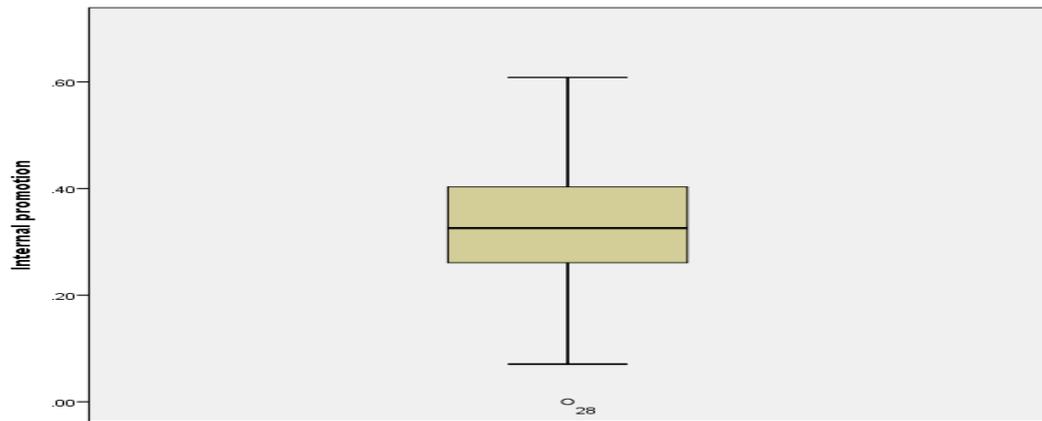
Figure 4.4: Boxplot for internal promotion Items

Only one mild outlier (Case 200) was identified in Figure 4.5 above the upper whisker. This data point did not appear extreme and was retained for analysis, in line with SEM's tolerance for minor data irregularities (Hair et al., 2021; Kock, 2015)
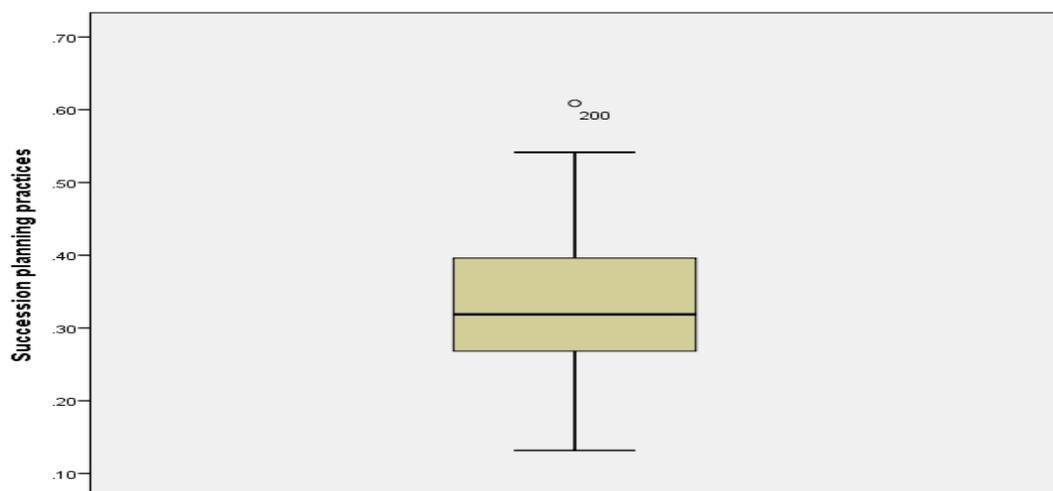
Figure 4.5: Boxplot for Hotel Succession planning practices

4.3 Demographic Characteristics of Respondents

This section presents the demographic characteristics of the respondents who participated in the study. The data provide insights into the background of the participants, which is essential for understanding the composition of the sample. The background information focused on key demographic and professional characteristics

of hotel employees, including gender, age group, marital status, and period served in the hotel, education level, and position held.

Understanding the gender distribution provided insights into workforce diversity and opportunities for career advancement. Examining the age composition helped identify workforce dynamics, including succession planning and leadership development needs. Marital status was considered to assess potential influences on employee stability and long-term commitment to the hotel industry. The period served in the hotel was explored to understand employee retention, career progression, and organizational experience. Education levels were examined to determine the qualifications and skill levels within the workforce, highlighting potential training and development needs.

Lastly, assessing the positions held by employees provided insights into the organizational structure and career growth opportunities. This background information was essential in understanding workforce composition and its implications for succession planning, organizational culture, and hotel survivability

Table 4.3: Characteristics of Respondents

		Frequency	Percentage
Gender	Male	108	54.0%
	Female	92	46.0%
	Total	200	100.0%
Age group	25 years and below	47	23.5%
	25 - 35 years	103	51.5%
	36 - 45 years	35	17.5%
	Above 45 years	15	7.5%
	Total	200	100.0%
Marital status	Single	89	44.5%
	Married	108	54.0%
	Divorced	3	1.5%
	Others	0	0.0%
	Total	200	100.0%
Period served in hotel	Less than 3 years	54	27.0%
	3 - 6 years	50	25.0%
	7 - 10 years	61	30.5%
	More than 10 years	35	17.5%
	Total	200	100.0%
Education level	Diploma	94	47.0%
	Bachelor's Degree	60	30.0%
	Master's Degree	17	8.5%
	Doctorate	1	0.5%
	Others	28	14.0%
	Total	200	100.0%
Position held in hotel	Upper Manager	31	15.5%
	Human Resource Manager	18	9.0%
	Head of Department	72	36.0%
	Supervisor	31	15.5%
	Others	48	24.0%
	Total	200	100.0%

Source: Primary Data, 2025

4.3.1. Gender of the participants

The sample consists of 108 males (54.0%) and 92 females (46.0%). The gender distribution shows a relatively balanced workforce, with 54.0% male and 46.0% female respondents. With 46.0% female and 54.0% male employees, gender diversity in Western Uganda's hotel workforce presents an opportunity for inclusive succession planning and leadership development. While men slightly outnumber women, ensuring

equal career advancement opportunities is essential for fostering diversity in senior roles. Female employees could benefit from targeted mentorship and leadership training to address potential workplace challenges, such as work-life balance and leadership representation

4.3.2 Age group of the Respondents

Age distribution reveals that the majority of employees (51.5%) fall within the 25–35 age group, followed by 23.5% who are 25 years and below.

The 17.5% in the 36–45 age group and the 7.5% above 45 years provide critical mentorship opportunities, ensuring knowledge transfer and leadership continuity. Succession planning should focus on equipping younger employees with management and strategic decision-making skills while leveraging the experience of senior employees to foster a culture of mentorship. With a relatively small percentage of employees over 45, structured leadership development programs are essential to ensure continuity and stability within the industry.

This suggests that hotels in western Uganda rely heavily on a younger workforce, which may impact succession planning strategies. A younger workforce presents an opportunity to develop long-term leadership pipelines through structured mentorship and skill development programs. However, the relatively low proportion of employees above 45 years (7.5%) raises concerns about leadership continuity, as there may be fewer experienced employees available for immediate succession into senior management roles. An organizational culture that nurtures both innovation from younger staff and expertise from experienced employees can and strengthen hotel survivability. In addition, culture that values knowledge transfer and leadership

development can ensure that younger employees are adequately prepared for future leadership positions.

4.3.3. Marital status of the Respondents

Most respondents are married (54.0%), followed closely by singles (44.5%).A very small percentage (1.5**%**) are divorced, and no respondents reported being in the "Others" category.

Married hotel staff may seek job stability and long-term career growth, making them strong candidates for internal promotions planning if provided with career development opportunities. In this regard, hotels have an opportunity to build a stable workforce through structured career development, while also ensuring that single employees see viable career pathways within the organization single employees, particularly those in early career stages, may prioritize personal development, requiring an organizational culture should accommodate both groups by offering advancement opportunities for married employees while fostering professional growth for single employees. This can enhance innovation and adaptability and improve satisfaction consequently enhancing survivability

4.3.4 Period served in hotel

The distribution of employee tenure reveals that (30.5%) of the participants had served between 7 - 10 years, (27.0%), less than 3 years, (25%) of the participants had served between 3 - 6 years and 17.5% have worked for over 10 years. The only 17.5% of participants who had worked for over 10 years, indicate potential challenges in retaining long-term employees, possibly due to limited career advancement opportunities.

Employees in the 3-6 year range may seek promotions and mentorship, while those in the 7-10 year bracket represent a crucial group for leadership development. However,

if mentorship and internal promotion pathways are weak, hotels risk losing mid-career employees who might otherwise transition into leadership roles. With fewer long-serving employees available to mentor newer staff, knowledge transfer and leadership continuity could be compromised. Cultivating an organizational culture that emphasizes long-term career development, clear promotion pathways, and professional growth is essential for ensuring long-term hotel survivability

4.3.5 Level of education of respondents

The distribution of respondents based on their highest level of education revealed that majority of hotel employees in Western Uganda hold a Diploma (47.0%), followed by a Bachelor's Degree (30.0%), a Master's Degree (8.5%), and a Doctorate (0.5%). Additionally, 14.0% fall under the "Others" category, which may include certificates, vocational training, or other specialized courses.

The dominance of diploma holders (47.0%) indicates strong technical training but a potential gap in advanced managerial skills, emphasizing the need for continuous skill development in financial management, innovation, leadership, and customer service to enhance hotel survivability. While 30.0% of employees hold bachelor's degrees, the low percentage of master's (8.5%) and doctoral (0.5%) holders suggests limited higher-level strategic thinking, which may impact decision-making and long-term planning. The scarcity of highly trained mentors, coupled with a significant number of diploma holders, highlights the importance of structured mentorship programs for effective knowledge transfer and career growth. Without clear leadership development initiatives, succession planning could be hindered.

The education gap between operational staff and top leadership may also limit internal promotions, leading to stagnation and high turnover if career advancement pathways

are weak. Hotels that cultivate a culture of continuous learning, mentorship, and structured promotions are more likely to retain talent, drive innovation, and ensure long-term competitiveness. Conversely, a lack of investment in education, mentorship, and career growth may result in skill shortages, reliance on experience over industry innovations, and weaker hotel survivability

4.3.6 Position held in hotel

Regarding the distribution of respondents based on their positions in the hotels surveyed, the majority of respondents (36.0%) were Heads of Departments, followed by those classified under "Others" (24.0%), Supervisors (15.5%), upper Managers (15.5%), and Human Resource Managers (9.0%). The dominance of Heads of Departments (36%) and Supervisors (15.5%) among respondents suggests that succession planning practices, such as skill development, mentorship, and internal promotions, are largely implemented at operational and middle-management levels rather than top leadership. The limited representation of upper Managers (15.5%) and Human Resource Managers (9.0%) may indicate centralized decision-making at corporate levels or a lack of structured succession planning frameworks, potentially affecting hotel survivability if leadership transitions are poorly managed.

The notable presence of the 'Others' category (24.0%), which could include managers of support functions and other administrative staff suggests that succession planning should extend beyond formal leadership roles, but unclear career growth pathways may signal gaps in internal employee promotion. Regardless of position, it is crucial that all individuals in leadership or supervisory roles often have a deeper understanding of the cultural practices that drive hotel survivability. In addition, it is essential that all staff contribute to fostering a culture that promotes mentorship, internal promotion, and leadership development. Such an enabling culture supports smooth transitions and

strengthens long-term hotel survivability, while the absence of structured succession planning may contribute to leadership continuity challenges.

4.4 Descriptive Statistics of Study Variables

Descriptive statistics were computed for the study variables and their distributional properties. All variables were rated on a Likert scale of 1-5 where 1 was Strongly Disagree and 5 = Strongly Agree. Negative skewness indicates a tendency toward higher ratings. Kurtosis values suggest approximately normal or slightly peaked distributions. The mean, standard deviation, Skewness, and kurtosis values for succession planning practices, skill development, mentorship career development, internal promotion, organizational culture, and hotel survivability are presented in Table 4.4.

Table 4.4: Variables Distribution Summary

Variable	Mean	Std. Deviation	Skewness	Std. Error (Skew)	Kurtosis	Std. Error (Kurt)
Succession Planning Practices	3.81	0.49	-0.782	0.172	0.562	0.342
Skill Development	3.79	0.53	-0.645	0.172	0.483	0.342
Mentorship Career Development	3.89	0.54	-0.698	0.172	0.046	0.342
Internal Promotion	3.78	0.56	-0.735	0.172	0.417	0.342
Organizational Culture	4.08	0.54	-0.811	0.172	1.838	0.342
Hotel Survivability	3.87	0.50	-0.615	0.172	0.443	0.342

Source: Primary Data, 2024

All variables showed moderately high means (M = 3.78 to 4.08) and low standard deviations, indicating consistent responses. Skewness values were negative and

kurtosis values positive, suggesting left-skewed and slightly peaked distributions suitable for parametric analysis. The analysis was based on a total of 200 complete responses for each variable, indicating a fully usable dataset with no missing values.

Descriptive statistics revealed that the mean values for the study constructs ranged from moderate to high. Organizational culture recorded the highest mean score (M = 4.08, SD = 0.498), suggesting that respondents generally perceived a strong organizational culture within their hotels. Mentorship career development (M = 3.89, SD = 0.506) and hotel survivability (M = 3.87, SD = 0.499) followed closely, reflecting moderate to high agreement on the presence and relevance of these constructs. Succession planning practices (M = 3.81, SD = 0.486), skill development (M = 3.79, SD = 0.502), and internal employee promotion (M = 3.77, SD = 0.559) also recorded relatively high mean scores, although marginally lower than the aforementioned variables.

The standard deviation values ranged from 0.486 to 0.559, indicating moderate variability in participant responses. Succession planning practices exhibited the lowest variability (SD = 0.486), suggesting a higher level of agreement and consistency among respondents regarding this construct. In contrast, internal promotion had the highest variability (SD = 0.559), reflecting more diverse perceptions or experiences among participants.

All skewness coefficients were negative, indicating a left-skewed distribution with a tendency toward higher ratings across all variables. Organizational culture exhibited the highest degree of skewness (−0.811), highlighting a strong tendency among respondents to rate this construct favorably. Notably, all skewness values remained within the acceptable range of ±1 (Kline, 2016), indicating no substantial deviation from normality.

Kurtosis values for all constructs were positive, suggesting leptokurtic distributions slightly more peaked than a normal distribution. Organizational culture demonstrated the highest kurtosis (1.838), signifying a relatively sharp concentration of responses around the mean. Other variables exhibited kurtosis values ranging from 0.046 to 0.562, suggesting approximately normal or mildly peaked distributions.

The distribution of the data indicated slight left skewness and modest peakedness. These patterns suggest that respondents generally perceived succession planning practices, organizational culture, and hotel survivability as moderately to highly present in their respective contexts. Moreover, the distributional characteristics support the assumption of normality required for the application of parametric statistical procedures. Organizational culture had the highest mean score (M = 4.08, SD = 0.54), followed by mentorship career development (M = 3.89, SD = 0.54), and hotel survivability (M = 3.87, SD = 0.50). Succession planning practices (M = 3.81, SD = 0.49), skill development (M = 3.79, SD = 0.53), and internal promotion (M = 3.78, SD = 0.56) also showed relatively high mean values. The data showed acceptable levels of skewness (ranging from –0.615 to –0.811) and kurtosis (ranging from 0.046 to 1.838), indicating approximately normal distributions suitable for further parametric analyses.

4.5. Reliability and Validity Analysis

Reliability and validity tests were conducted to assess how well the indicators represent their respective constructs. Cronbach's Alpha values were used to assess the internal consistency of the items, with values above 0.70 considered acceptable. Composite Reliability (CR) was also evaluated to ensure the constructs demonstrated adequate reliability beyond Cronbach's Alpha, with the threshold of 0.70 used as the minimum acceptable level. Furthermore, the Average Variance Extracted (AVE) was calculated to assess convergent validity, where values above 0.50 indicate that the construct

explains more than half of the variance of its indicators. All values reported in the table 4.8 below indicate that the constructs met the recommended thresholds for reliability and convergent validity.

Table 4.5: Reliability indicators

Variable	Anchor	Cronbach Alpha Value	Composite reliability (rho_c)	Average Variance Extracted (AVE)
Skills development	5-point	0.793	0.734	0.516
Mentorship	5-point	0.776	0.782	0.545
Internal promotion	5-point	0.795	0.800	0.570
Organizational culture	5-point	0.789	0.790	0.559
Survivability	5-point	0.771	0.771	0.533

Source: Primary data, 2025

As shown in Table 4.5, the Cronbach's alpha reliability coefficients for the study constructs were as follows: Skill Development (0.793), Mentorship and Career Development (0.776), Internal Promotion and HR Planning (0.795), Organizational Culture (0.789), and Hotel Survivability (0.771). All values fall within the acceptable to good range, indicating strong internal consistency across items within each construct. This suggests that the items effectively measure the intended underlying dimensions. Therefore, the instrument can be considered both reliable and valid for use in the main study, as it consistently captures the constructs it was designed to assess.

From Table 4.5, convergent validity was evaluated using the Average Variance Extracted (AVE) values for each construct. AVE measures the amount of variance captured by a construct in relation to the variance due to measurement error. For adequate convergent validity, an AVE value of 0.50 or higher is generally recommended (Fornell & Larcker, 1981).

The AVE values for the five constructs in the study ranged from Skill Development (0.516)   Mentorship (0.545) Internal Employee Promotion (0.570) Organizational Culture (0.559) and Hotel Survivability (0.533).   All values exceeded the minimum threshold of 0.50, indicating that the items under each construct demonstrated satisfactory convergent validity. These results suggest that the observed items shared a substantial amount of variance with their respective latent constructs and were suitable for inclusion in the main study

4.6 Discriminant Validity

Discriminant validity was tested to ensure that each study construct was truly distinct from the others. The Heterotrait-Monotrait (HTMT) ratio further verifies discriminant validity by assessing the ratio between-construct correlations relative to within-construct correlations. The HTMT ratio is used to assess how distinct two constructs are from one another. It involves comparing the strength of the relationships between items from different constructs (between-construct correlations) to the strength of relationships among items within the same construct (within-construct correlations). A low HTMT value (below 0.90) indicates that the constructs are sufficiently different, which is desirable. In contrast, a high HTMT value suggests that the constructs may be too similar, indicating a potential overlap in what they are measuring. Results shaded and in bold on the upper diagonal in table 4.6 are for HTMT

Table 4.6: Discriminant validity HTMT Ration

Constructs	1	2	3	4	5
Skill development (1)	**0.748**	0.563	0.395	0.393	0.525
Mentorship career development (2)	0.533	**0.739**	0.574	0.362	0.513
Internal promotion HR planning (3)	0.437	0.590	**0.718**	0.344	0.369
Organizational culture (4)	0.383	0.363	0.327	**0.755**	0.666
Survivability of hotels (5)	0.510	0.505	0.359	0.650	**0.730**

Note: Bold diagonal values represent the square root of AVE. Discriminant validity is confirmed because all diagonal values exceed the off-diagonal correlations.

Source: Primary data, 2024

In table 4.6 above, the HTMT values are displayed in the upper diagonal, bold and shaded. All observed HTMT values are below the 0.90 threshold. For instance: Skill Development – Mentorship: 0.563, Mentorship – Internal Promotion: 0.574, Organizational Culture – Survivability: 0.666. These results indicate that each construct is empirically distinct from the others, thereby further supporting discriminant validity in the model.

Additionally in reference to table 4.6 above, the square root of values for the constructs were: Skill Development: 0.748, Mentorship Career Development: 0.739, Internal Promotion HR Planning: 0.718, Organizational Culture: 0.755, Survivability of Hotels: 0.730. Each of the values is greater than the respective inter-construct correlations in the same row and column, thus satisfying the Fornell-Larcker condition and confirming discriminant validity.

4.7 Sampling adequacy and suitability

To determine whether the data was appropriate for Principal Component Analysis (PCA), the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity were conducted for each construct: skills development, mentorship career development, internal promotion, organizational culture, and hotel survivability. To establish the adequacy and suitability of the data in CB-SEM analysis the KMO value should be above 0.7 and Bartlett's test should be significant ($p < .05$) (Field 2009).

The results in Table 4.7 below indicate that there was sampling adequacy and suitability to carry out EFA & CFA, (KMO > .7) and Bartlett's test (p .000). All KMO values exceeded the recommended minimum threshold of 0.70, indicating sufficient sampling adequacy for factor analysis. In particular, hotel survivability had the highest KMO value (.889), suggesting excellent adequacy, while skills development (.755) still fell

within the acceptable range. Bartlett's Test of Sphericity was significant ($p < .001$) for all constructs, with chi-square statistics ranging from 548.101 to 2345.013, confirming that the correlations among items were sufficiently large for PCA. The results indicate that the dataset was appropriate for conducting Principal Component Analysis for all measured constructs

Table 4.7 Results of KMO and Bartlett's Test for the study variables

		Skills development	Mentorship	Internal promotion	Organizational culture	Hotel Survivability
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.755	.809	.820	.782	.889
Bartlett's Test of Sphericity	Approx. Chi-Square	548.101	668.257	697.167	618.131	2345.013
	Df	36	45	55	45	325
	Sig.	.000	.000	.000	.000	.000

4.7.1 Exploratory Factor Analysis

In Table 4.8, the results of the Exploratory Factor Analysis (EFA) using Principal Component Analysis (PCA) provide insight into the factor loadings of each construct. For the Survivability construct, four indicators were assessed: Adaptability, Sensing, Transforming, and Financial Health. Adaptability had the highest loading at 0.804, indicating it is the most influential factor in determining hotel survivability. Sensing and Transforming followed with loadings of 0.738 and 0.690 respectively, suggesting strong contributions to the construct. Financial Health, while still relevant, had a lower loading of 0.575, indicating it is a less dominant factor compared to behavioral capabilities such as adaptability.

Under Internal Promotion, the indicators Pay, Recruitment Practices, and Fairness and Equity recorded loadings of 0.741, 0.717, and 0.699 respectively. These high loadings suggest that all three dimensions are strongly interrelated and collectively define how internal promotion is perceived within the hotel context.The Mentorship and Career Development construct was measured using Confidence (0.691), Coaching (0.685), and Networking (0.624). These values indicate a solid representation of the construct, with Confidence emerging as the most impactful factor, followed closely by Coaching. Networking had a relatively lower loading but still contributed meaningfully to the overall construct.

For Organizational Culture, Bureaucratic Culture had the highest factor loading at 0.718, followed by Supportive Culture at 0.704 and Innovative Culture at 0.608. These results suggest that structured (bureaucratic) and relational (supportive) cultures play a stronger role in shaping organizational norms compared to innovation, although all three are important.The Skill Development construct was represented by Training (0.730), Competence (0.657), and Job Rotation (0.546). Training was the most significant indicator, highlighting the importance of formal learning initiatives. Competence also contributed substantially, while Job Rotation, though lower in loading, remained within an acceptable threshold, indicating its supportive role in skill development.

Overall, the component loadings demonstrate that each indicator contributes meaningfully to its construct. The results support the validity of the constructs used in the study and confirm that the measurement items are appropriate for further analysis in the structural equation modeling phase.

Table 4.8: Factor Loadings for Extracted Component (Component Matrixa)

Variable	Indicators	Component
Survivability	Adaptability (HAS)	.804
	Sensing (HSS)	.738
	Transforming (HST)	.690
	Financial Health (HSF)	.575
Internal Promotion	Pay (IPP)	.741
	Recruitment Practices (IPR)	.717
	Fairness and Equity (IPE)	.699
Mentorship Career Development	Confidence (MCF)	.691
	Coaching (MCC)	.685
	Networking (MCN)	.624
Organizational Culture	Bureaucratic (OCB)	.718
	Support (OCS)	.704
	Innovative (OCI)	.608
Skill Development	Training (SDT)	.730
	Competence (SDC)	.657
	Job Rotation (SDR)	.546

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

4.8 Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) is a statistical technique used to test whether a set of observed variables accurately represents a predefined set of latent constructs (Brown, 2015; Kline, 2016). Unlike Exploratory Factor Analysis (EFA), which explores possible structures without prior assumptions, CFA is theory-driven and tests the validity of a hypothesized measurement model (Hair et al., 2021).

CFA is essential for assessing construct validity, including convergent validity (how well items measuring the same construct correlate) and discriminant validity (ensuring

constructs are distinct) (Fornell & Larcker, 1981). It also confirms unidimensionality, showing that items reflect a single construct.

Model fit is evaluated using indices like CFI, TLI, RMSEA, and SRMR, with acceptable values indicating that the measurement model adequately fits the data (Hu & Bentler, 1999). CFA enhances the credibility of research findings, especially when used alongside Structural Equation Modeling (Byrne, 2016).

4.8.1 Exogenous variables CFA

In figure 4.6, the estimates show the strength of the relationship between each observed variable and its underlying latent construct in the Confirmatory Factor Analysis. For the Skills Development construct, Job Rotation has a moderate loading of 0.531, indicating a moderate association. Training shows a strong loading of 0.775, making it a key indicator of skills development. Competence also has a substantial loading at 0.626, reflecting its significant contribution.

Regarding the Mentorship construct, Networking, Confidence, and Coaching have loadings of 0.624, 0.669, and 0.684 respectively. These values suggest moderate to strong relationships, meaning each indicator effectively represents the mentorship construct. For Internal Promotion, Recruitment, Pay, and Equity load at 0.684, 0.734, and 0.680 respectively. These loadings indicate that all three indicators are solid measures of internal promotion, with Pay being the strongest.

Overall, these factor loadings demonstrate that the observed variables reliably reflect their respective constructs, supporting the validity of the measurement model. Loadings above 0.5 are generally acceptable, confirming the relevance of these indicators.
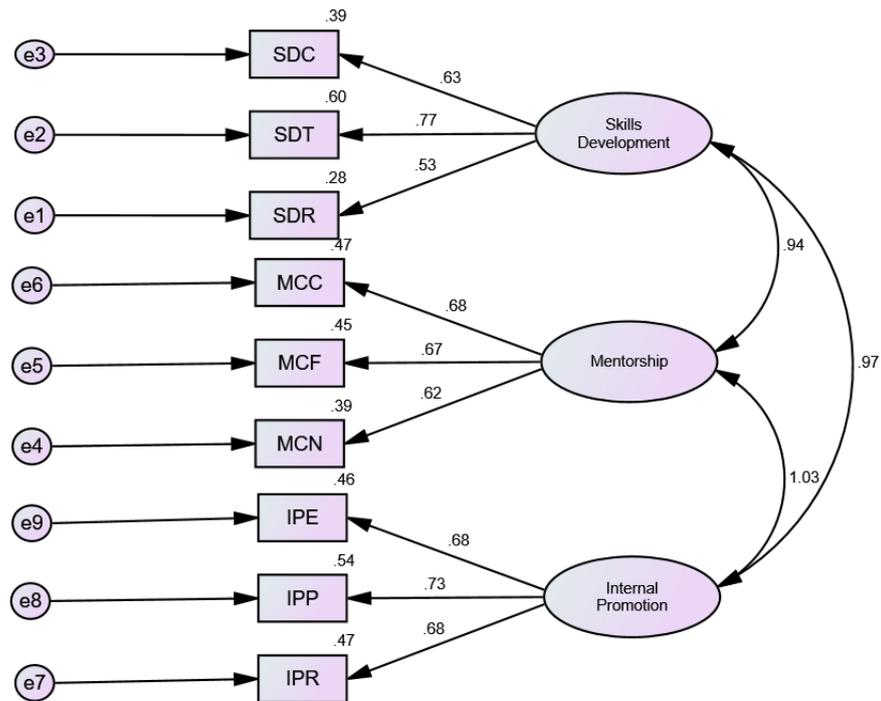
Figure 4.6: First CFA model for Exogenous Variable

The chi-square statistic (χ^2 = 74.044, df = 27, p < .001) for the default model is significant, indicating a discrepancy between the model and the observed data. However, since the chi-square test is sensitive to sample size, significance does not necessarily imply poor model fit. The model fit indices (NFI = .898, RFI = .863, IFI = .932, TLI = .909, CFI = .932) suggest that the measurement model demonstrates an acceptable to good fit. While NFI and RFI are slightly below the .90 threshold, IFI, TLI, and CFI exceed it, indicating a well-fitting model overall. These results support the structural soundness of the model, with minor room for improvement.

The model fit results based on RMSEA indicate a moderate fit for the default model. The RMSEA value is 0.094, which is above the commonly accepted threshold of 0.08, suggesting the model could be improved. The 90% confidence interval ranges from 0.068 to 0.119, indicating some variability in fit quality. Additionally, the PCLOSE value is 0.003, showing a low probability that the model fits closely to the data. In

comparison, the independence model's RMSEA of 0.310 confirms that the default model performs significantly better.

Because the overall fit indices and RMSEA suggested room for improvement, model modifications were undertaken. These were based on modification indices (MI), which identified parameter correlations and paths that could be added to improve the model's fit. This process aimed to refine the model and better align it with the observed data, enhancing its validity and reliability.

The modification indices (MIs) from the second CFA model suggest specific areas where model fit could be improved by allowing certain error terms to correlate. The highest MI value of 13.302 was observed between e7 and e8, indicating that these two indicators share unexplained variance, and allowing their error terms to correlate could substantially enhance model fit. Similarly, a notable MI of 8.735 between e7 and e9 suggests a potential shared measurement error between these items.

Several other error term pairs also showed moderate MIs, such as e3 and e9 (MI = 8.027), e1 and e8 (MI = 8.125), and e3 and e4 (MI = 7.176). These results imply that the indicators involved may capture overlapping content or reflect related constructs, justifying the need for correlation between their error terms. Additionally, the model suggested smaller but still relevant modifications, such as between e3 and e6 (MI = 4.059) and e1 and e3 (MI = 5.800). There were also suggested covariances between error term e9 and two latent variables: Internal Promotion (MI = 5.563) and Skills Development (MI = 4.505). Although these values are moderate, they may indicate cross-loading or shared conceptual meaning that is not fully accounted for in the current model structure.

Overall, while these modifications may improve model fit, any adjustments should be guided by theoretical justification rather than purely statistical criteria. Allowing error terms to correlate without conceptual rationale can compromise model validity and lead to overfitting.

Figure 4.7 shows the second Confirmatory Factor Analysis (CFA) model for the exogenous variables, Skills Development, Mentorship, and Internal Promotion demonstrates acceptable factor loadings, confirming the validity of the constructs. For Skills Development, *Training* showed the highest loading at 0.782, indicating it is the strongest indicator of the construct. *Competence* followed with a loading of 0.654, while *Job Rotation* had a moderate loading of 0.567. These results suggest that all three indicators contribute meaningfully, with training being the most influential. In the Mentorship construct, *Coaching* had the highest loading at 0.691, followed by *Confidence* at 0.656 and *Networking* at 0.632. This indicates that each component is a valid and relatively strong measure of mentorship, with coaching being the most impactful. For Internal Promotion, *Pay* emerged as the strongest indicator with a loading of 0.714, while *Equity* and *Recruitment* had loadings of 0.674 and 0.661, respectively. These findings suggest that pay is the most influential factor in internal promotion, but equity and recruitment practices also play critical roles.

Generally, all indicators had loadings above the acceptable threshold of 0.50 (Hair et al., 2021), confirming that the measurement model is reliable and that the indicators appropriately represent their respective latent variables.
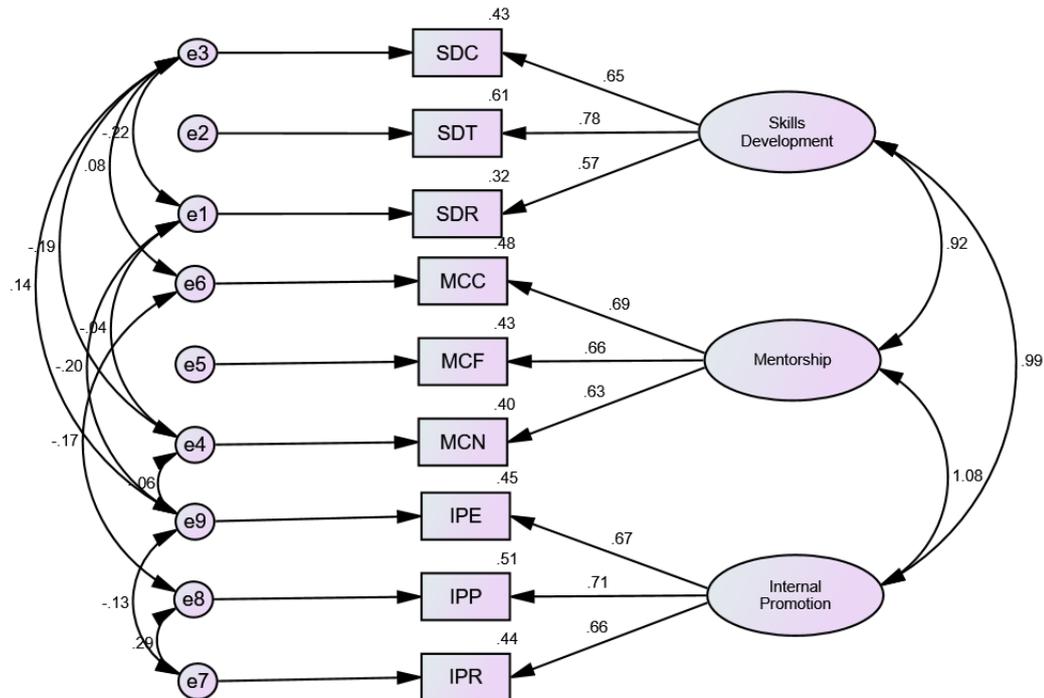
Figure 4.7: Final CFA model for Exogenous Variable

The chi-square test for the default model (χ^2 = 22.322, df = 17, p = .173) is not statistically significant, indicating a good fit between the model and the observed data. The CMIN/DF ratio of 1.313 further supports this, as values below 2 suggest an acceptable fit. Compared to the poorly fitting independence model, the default model demonstrates a strong and satisfactory overall fit, implying no further modifications are necessary. Additional fit indices confirm this conclusion. The Root Mean Residual (RMR) is very low at 0.017, indicating minimal difference between observed and predicted covariances. Both the Goodness-of-Fit Index (GFI = 0.977) and Adjusted GFI (AGFI = 0.938) exceed the 0.90 threshold, demonstrating excellent model fit. The Parsimony GFI (PGFI) of 0.369 reflects a reasonable balance between model fit and complexity, typical for this index. In contrast, the independence model shows poor fit with much lower GFI and AGFI values and a higher RMR. Further, incremental fit indices show strong support: NFI (0.969), RFI (0.935), IFI (0.992), CFI (0.992), and

TLI (0.984) all surpass the 0.90 benchmark, indicating the model fits the data exceptionally well compared to a null or independence model.

The RMSEA value of 0.040 falls well below the 0.05 cutoff, indicating close model fit. The 90% confidence interval (0.000 to 0.080) suggests some variability but remains within acceptable limits, and the PCLOSE value of 0.615 confirms the RMSEA is not significantly greater than 0.05. Overall, these results consistently indicate that the default model provides a highly satisfactory, parsimonious, and reliable representation of the observed data.

4.8.2 Endogenous variables CFA

In Figure 4.8, the estimates indicate the strength of the relationships between each observed indicator and its corresponding latent construct. For organizational culture, the indicators supportive, bureaucratic, and innovative have factor loadings of 0.702, 0.722, and 0.632 respectively, showing that all three dimensions significantly contribute to defining the organizational culture construct, with bureaucratic and supportive having slightly stronger influences.

Regarding survivability, the indicators adaptability and sensing have very high loadings of 0.819 and 0.818, respectively, suggesting they are the most critical aspects of hotel survivability in this model. Transforming also contributes strongly with a loading of 0.713. Financial health has a moderate loading of 0.536, indicating it plays a role but is less influential compared to the behavioral dimensions like adaptability and sensing. Overall, these loadings confirm that the selected indicators meaningfully represent their underlying constructs.
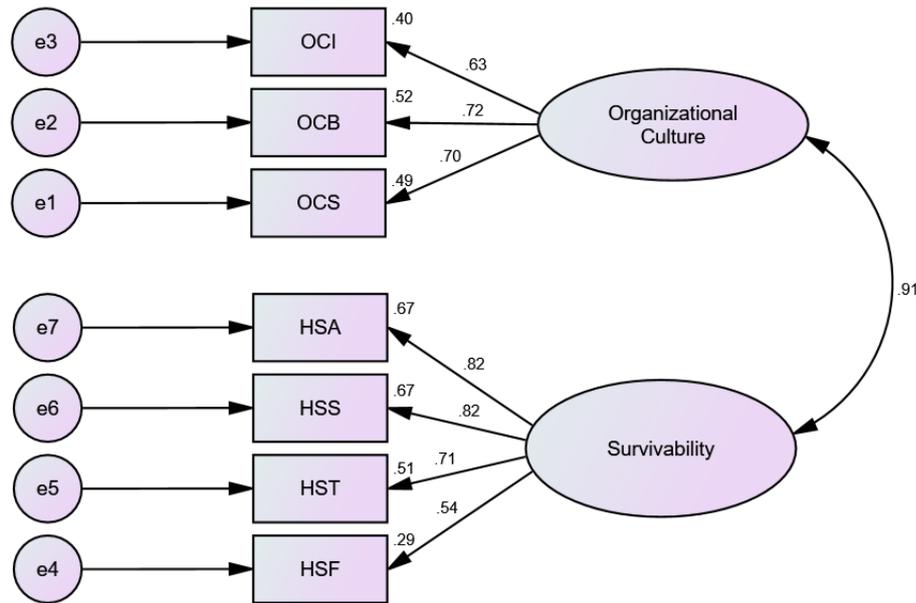
Figure 4.8: First CFA model for Endogenous Variables

The model fit statistics collectively indicate that the default model fits the data well. Although the chi-square test is significant ($\chi^2 = 25.423$, df = 13, p = 0.020), the chi-square to degrees of freedom ratio of 1.956 falls within the acceptable range, suggesting a reasonable fit, especially compared to the poor fit of the independence model. Fit indices such as RMR (0.016), GFI (0.965), and AGFI (0.925) exceed common thresholds, indicating the model explains the data effectively while maintaining a balance between fit and complexity (PGFI = 0.448). Additional indices, including NFI (0.955), RFI (0.928), IFI (0.978), TLI (0.963), and CFI (0.977), further confirm strong to excellent fit. The RMSEA value of 0.069, with a supportive confidence interval and PCLOSE value of 0.192, suggests an acceptable approximation of model fit. In contrast, the independence model demonstrates poor fit across all indices, underscoring the superiority of the default model in representing the observed data.

The modification indices suggest that allowing correlations between certain error terms could improve the model fit. The strongest suggestion is between errors e1 and e7,

where adding a small positive correlation (0.040) could reduce the chi-square by about 7.9. Additionally, correlating errors e2 and e4 or e1 and e5, both with small negative correlations (-0.051 and -0.048 respectively), may reduce the chi-square by around 4.5 units each. These correlations imply that these indicators share some unexplained variance beyond the latent constructs, and incorporating them could enhance model fit if theoretically justified.

In Figure 4.9, the estimates show the strength of the relationship between each observed variable and its underlying latent construct. For Organizational Culture, the indicators Bureaucratic (0.742), Supportive (0.685), and Innovative (0.635) all have moderate to strong loadings, with Bureaucratic being the most influential. This means these three dimensions significantly contribute to defining organizational culture in the model. For Survivability, the indicators Sensing (0.825), Adaptability (0.794), and Transforming (0.729) have strong loadings, indicating they are key aspects of survivability. Financial Health has a moderate loading of 0.551, showing it is relevant but less strongly related compared to behavioral factors like sensing and adaptability. Overall, these results suggest that organizational culture and survivability are well represented by their respective indicators, with certain factors playing a more dominant role within each construct.
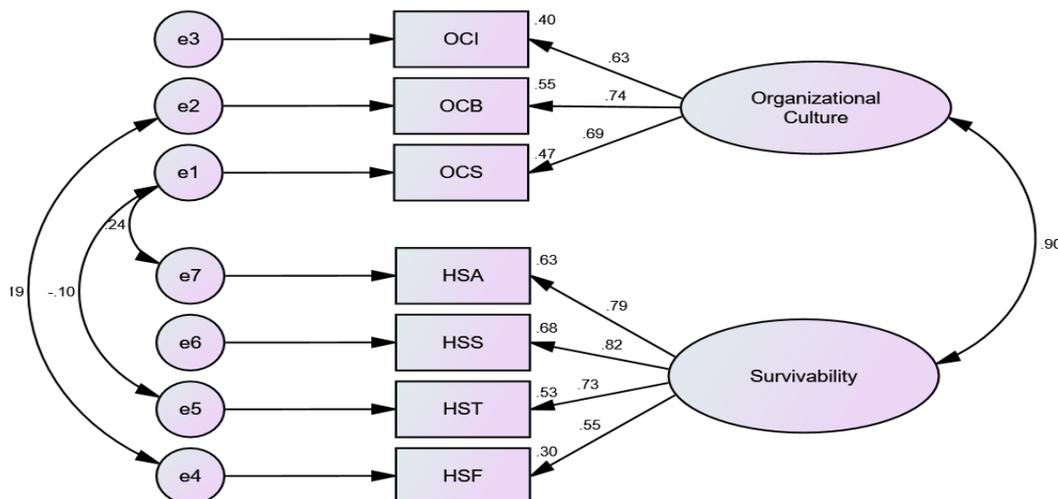
Figure 4.9: Final CFA model for Endogenous Variables

The model fit statistics show that the default model fits the observed data very well. It estimates 18 parameters, with a non-significant chi-square value (9.712, df = 10, p = 0.466) and a chi-square to degrees of freedom ratio (CMIN/DF) of 0.971, indicating excellent fit. Compared to the saturated model, which perfectly fits the data, and the poorly fitting independence model (chi-square 567.096, df = 21, CMIN/DF = 27.005), the default model clearly performs much better.

Additional fit indices support this conclusion: the very low Root Mean Residual (RMR = 0.010) shows minimal discrepancy between observed and predicted data; the Goodness-of-Fit Index (GFI = 0.986) and Adjusted GFI (AGFI = 0.961) are well above the 0.90 threshold, indicating strong model performance; and the Parsimony Goodness-of-Fit Index (PGFI = 0.352) suggests a reasonable balance between fit and complexity. Incremental fit indices further confirm the model's strength, with NFI = 0.983, RFI = 0.964, and exceptional values for IFI and TLI (both 1.001), plus a perfect Comparative Fit Index (CFI = 1.000). The RMSEA value of 0.000, with a 90% confidence interval from 0.000 to 0.075 and a PCLOSE of 0.790, indicates a near-perfect fit and high

confidence that the model fits well. Overall, these results demonstrate that the default model provides an excellent and robust representation of the observed data.

4.9 Structural Models

After confirming that the measurement models were sound, the next step was to test the hypothesized structural model using AMOS 26. This structural model represents the predicted relationships between the latent variables or constructs in the study. Specifically, it defines how certain latent variables are expected to directly or indirectly affect others within the model (Byrne, 2001).

Variable Mapping (AMOS vs. SPSS/PLS-SEM Codes)

To aid interpretation of the Structural Equation Modeling (SEM) results, Table 4.8b presents a mapping between the variable names used in AMOS and those used in SPSS/PLS-SEM. While this report consistently refers to the SPSS/PLS-SEM variable codes (For example. SPSD1 for Skills Development), the AMOS software auto-generated simplified codes (e.g., SDR for Job Rotation). This mapping ensures clarity when interpreting path diagrams and model outputs.

Table 4.8b Variable Mapping Table (AMOS vs. SPSS/PLS-SEM Codes)

Construct	AMOS Code	PLS-SEM/SPSS Code Examples	Label Meaning
Skills Development	SDC	SPSDT1 – SPSDT7	Skills Development – Competence
	SDT	SPSDT6	Skills Development – Training
	SDR	SPSD12 – SPSD17	Skills Development – Job Rotation
Mentorship	MCC	SPME2– SPME3	Mentorship – Coaching
	MCF	SPME5	Mentorship – Confidence Building
	MCN	SPME8 – SPME10	Mentorship – Networking
Internal Promotion	IPE	SPIP1 – SPIP2	Internal Promotion – Equity/Fairness
	IPP	SPIP6 – SPIP10	Internal Promotion – Pay/Compensation
	IPR	SPIP11 – SPIP15	Internal Promotion – Recruitment Practices
Organizational Culture	OCI	OCIN1 – OCIN7	Org Culture – Innovative
	OCB	OCBC1 – OCBC5	Org Culture – Bureaucratic
	OCS	OCSP1 – OCSP5	Org Culture – Supportive
Survivability	HAS	SADP1 – SADP18	Hotel Survivability – Adaptability
	HSS	SSES1 – SSES6	Hotel Survivability – Sensing
	HST	STRF1 – STRF5	Hotel Survivability – Transforming
	HSF	SBFH1 – SBFH10	Hotel Survivability – Financial Health

4.9.1 Hypothesized Model

The model includes a total of 39 variables, consisting of 16 observed variables (directly measured indicators) and 23 unobserved variables (latent constructs and error terms). Among these, 21 are exogenous variables (not influenced by others in the model), and 18 are endogenous variables (influenced by other variables). This breakdown reflects a moderately complex structural model suitable for analyzing the relationships between latent constructs using Structural Equation Modeling (SEM).

The descriptive statistics reveal that all variables in the model exhibit negative skewness, indicating that responses tend to be skewed toward higher values on the measurement scales. Several variables, such as *Transforming*, *Sensing*, *Confidence*, and

Coaching, show critical ratios (C.R.) for both skewness and kurtosis exceeding the threshold of ±1.96. This suggests significant departures from normality in their distributions. For instance, *Sensing* has a skewness C.R. of -4.317 and a kurtosis C.R. of 3.418, indicating a pronounced non-normal distribution. The variable Job Rotation shows the lowest skewness and kurtosis, making it the most normally distributed among the observed variables. However, the overall multivariate kurtosis value is 38.864 with a critical ratio of 11.450, which is substantially high and confirms significant multivariate non-normality in the dataset. These results imply that the data violates the assumption of multivariate normality required for certain statistical techniques, such as maximum likelihood estimation in structural equation modeling. Therefore, it may be necessary to use robust estimation methods or consider data transformation to improve model estimation accuracy.

The Mahalanobis d-squared values identify observations that may be multivariate outliers by assessing how far each case deviates from the center of the data distribution. In this analysis, several observations show high Mahalanobis distances and very low p-values, indicating they are potential outliers. For example, observation number 200 has the highest Mahalanobis distance of 47.417, with a p1 value of .000 and p2 value of .012, suggesting a strong likelihood of being an outlier. Similarly, observations 156, 105, 82, and 114 also have high Mahalanobis values (ranging from approximately 38 to 46) and p-values close to zero, further confirming their potential outlier status. As the Mahalanobis distance values decrease, the corresponding p-values increase, indicating those observations are more consistent with the rest of the dataset. For instance, observations with Mahalanobis distances around 15 to 17 have p-values well above .05, implying they are not outliers. These results suggest that a few data points may significantly differ from the majority of cases and could potentially impact model

estimation. It may be necessary to review these specific observations to determine whether they should be retained, transformed, or excluded, depending on theoretical relevance and the goals of the analysis.

The structural model (Figure 4.10) estimates illustrate the relationships among key constructs and their indicators. Organizational Culture is significantly influenced by Mentorship (estimate = 0.539) and Internal Promotion (0.357), indicating that when mentorship and internal promotion practices are strong, the organization tends to exhibit a more defined and positive culture. Interestingly, Skills Development has no direct effect on Organizational Culture (estimate = 0.000), suggesting that its influence might be mediated through other variables. Survivability is strongly predicted by Organizational Culture (0.782), showing that a strong culture significantly enhances an organization's ability to adapt and endure. Skills Development also positively affects Survivability (0.554), underlining the importance of continuous employee learning and development. On the other hand, Mentorship (-0.246) and Internal Promotion (-0.140) have negative direct effects on Survivability in this model, which may imply that in this context, these practices are either insufficiently implemented or may introduce unintended challenges.

Regarding the measurement indicators, Skills Development is measured by Job Rotation (0.544), Training (0.748), and Competence (0.639), all of which contribute strongly to the construct. Mentorship is represented by Networking (0.616), Confidence (0.680), and Coaching (0.682), indicating that these elements are key expressions of mentorship in the organization. Internal Promotion is measured through Recruitment (0.694), Pay (0.722), and Equity (0.679), reflecting its emphasis on fair and motivating advancement practices. Organizational Culture is captured by Innovative (0.607),

Bureaucratic (0.734), and Supportive (0.715) dimensions, showing a balanced view of culture traits.

Survivability is defined by strong loadings on Adaptability (0.834), Sensing (0.793), Transforming (0.708), and Financial Health (0.553), indicating a comprehensive understanding of what helps organizations endure. Overall, the estimates highlight the central roles of mentorship, internal promotion, and skills development in shaping organizational culture and survivability, while also revealing nuanced and sometimes unexpected effects in the structural relationships.
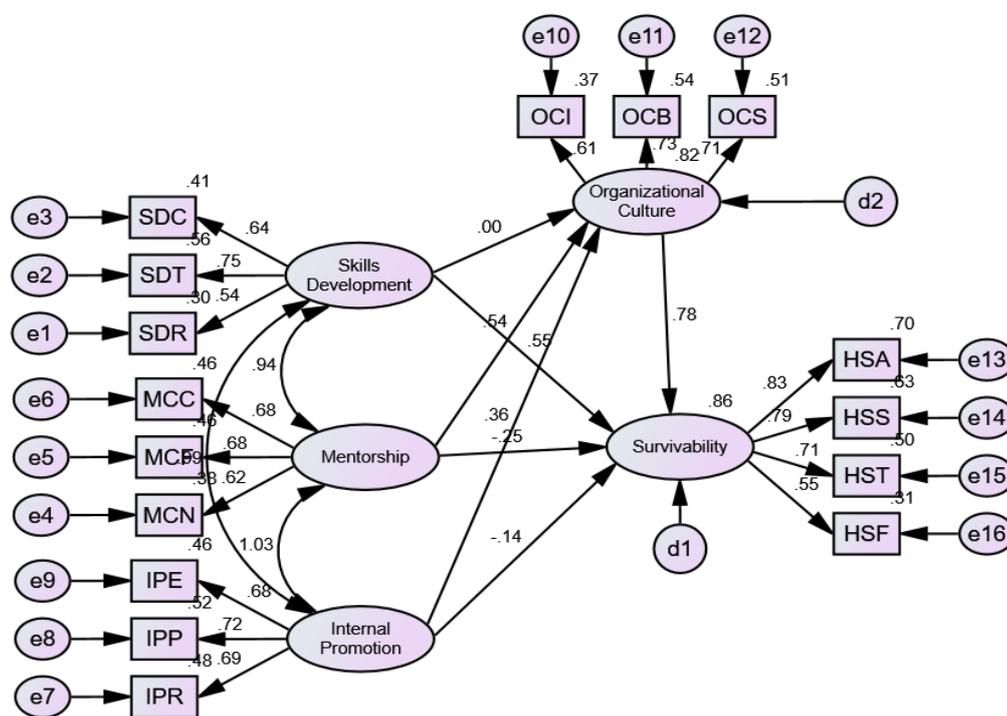
Figure 4.10: Hypothesized structural model

Table 4.9 presents standardized regression weights (estimates) that explain how each latent construct in the model is influenced by other constructs.

Organizational Culture is positively influenced by Mentorship (0.539) and Internal Promotion (0.357), suggesting that these two factors significantly shape the

organizational culture. However, Skills Development has no direct effect on Organizational Culture (0.000).

Survivability is strongly and positively influenced by Organizational Culture (0.782) and Skills Development (0.554), indicating that a strong culture and an emphasis on skills are crucial for an organization's long-term survival. Interestingly, Mentorship (-0.246) and Internal Promotion (-0.140) have negative direct effects on Survivability, which may imply more complex or context-specific dynamics.

Survivability is reflected in high loadings for Financial Health (0.553), Transforming (0.708), Sensing (0.793), and Adaptability (0.834), demonstrating these are key dimensions of an organization's ability to survive and thrive. Organizational Culture is represented by Supportive (0.715), Bureaucratic (0.734), and Innovative (0.607) indicators, capturing different facets of culture. Internal Promotion is captured by Equity (0.679), Pay (0.722), and Recruitment (0.694), highlighting aspects of fairness and growth opportunities. Mentorship is indicated by Coaching (0.682), Confidence (0.680), and Networking (0.616), showing its role in enhancing soft skills and relational support. Skills Development is reflected through Competence (0.639), Training (0.748), and Job Rotation (0.544), representing structured learning and experiential growth.

Organizational Culture plays a pivotal role in affecting Survivability, while different HR practices shape both constructs in varying degrees.

Table 4.9: Standardized Direct Effects for hypothesized model

Variable	Mentorship	Skills Development	Internal Promotion	Org. Culture	Survivability
Org. Culture	.539	.000	.357	—	.000
Survivability	−.246	.554	−.140	.782	—
Financial Health	.000	.000	.000	.000	.553
Transforming	.000	.000	.000	.000	.708
Sensing	.000	.000	.000	.000	.793
Adaptability	.000	.000	.000	.000	.834
Supportive	.000	.000	.000	.715	.000
Bureaucratic	.000	.000	.000	.734	.000
Innovative	.000	.000	.000	.607	.000
Equity	.000	.000	.679	.000	.000
Pay	.000	.000	.722	.000	.000
Recruitment	.000	.000	.694	.000	.000
Coaching	.682	.000	.000	.000	.000
Confidence	.680	.000	.000	.000	.000
Networking	.616	.000	.000	.000	.000
Competence	.000	.639	.000	.000	.000
Training	.000	.748	.000	.000	.000
Job Rotation	.000	.544	.000	.000	.000

Table 4.10 presents the correlations between five latent constructs, Mentorship, Skills Development, Internal Promotion, Organizational Culture, and Survivability and their related observed variables or indicators.

Organizational Culture shows no direct correlations with any variables in this table, as all values in its row and column are zero, indicating no direct associations. Survivability is moderately correlated with Mentorship (0.421) and Internal Promotion (0.279), suggesting that these factors contribute to an organization's ability to survive and adapt. Financial Health has moderate positive correlations with Skills Development (0.307) and Organizational Culture (0.433), and smaller positive correlations with Mentorship (0.097) and Internal Promotion (0.077), indicating that these constructs are linked to an organization's financial stability.

The dimensions of Survivability, Transforming, Sensing, and Adaptability show their strongest correlations with Organizational Culture (0.554, 0.620, and 0.653

respectively), followed by moderate correlations with Skills Development (0.392, 0.440, and 0.462), and smaller correlations with Mentorship and Internal Promotion.

The organizational culture indicators Supportive, Bureaucratic, and Innovative have moderate correlations with Mentorship (around 0.33 to 0.39) and somewhat weaker correlations with Internal Promotion (0.217 to 0.262), but no correlation with Skills Development or Survivability. Equity, Pay, Recruitment, Coaching, Confidence, Networking, Competence, Training, and Job Rotation show no correlations with the listed constructs (all zeros), suggesting these relationships are either not captured or not significant in this analysis.

The table highlights the key relationships between constructs and indicators. Organizational Culture is strongly connected to the dimensions of Survivability, especially Transforming, Sensing, and Adaptability. Mentorship and Internal Promotion relate moderately to Survivability and certain cultural indicators, while Skills Development is primarily associated with Financial Health and Survivability dimensions.

Table 4.10: Standardized Indirect Effects for hypothesized model

	Mentorship	Skills Development	Internal Promotion	Org. Culture	Survivability
Org.Culture	.000	.000	.000	.000	.000
Survivability	.421	.000	.279	.000	.000
FinancialHealth	.097	.307	.077	.433	.000
Transforming	.125	.392	.098	.554	.000
Sensing	.139	.440	.110	.620	.000
Adaptability	.147	.462	.116	.653	.000
Supportive	.385	.000	.255	.000	.000
Bureaucratic	.395	.000	.262	.000	.000
Innovative	.327	.000	.217	.000	.000
Equity	.000	.000	.000	.000	.000
Pay	.000	.000	.000	.000	.000
Recruitment	.000	.000	.000	.000	.000
Coaching	.000	.000	.000	.000	.000
Confidence	.000	.000	.000	.000	.000
Networking	.000	.000	.000	.000	.000
Competence	.000	.000	.000	.000	.000
Training	.000	.000	.000	.000	.000
JobRotation	.000	.000	.000	.000	.000

The model fit results (Table 4.11) show the model estimates 58 parameters and has a chi-square value of 212.238 with 94 degrees of freedom. The p-value is significant at .000, indicating some difference between the model and the observed data, but this test is sensitive to sample size. The chi-square to degrees of freedom ratio is 2.258, which suggests an acceptable fit since values below 3 are generally considered reasonable. The saturated model fits the data perfectly with a chi-square of 0.

The model fit indices indicate how well the default model fits the data compared to alternative models. The Normed Fit Index (NFI) is 0.867, and the Relative Fit Index (RFI) is 0.830, both below the common cutoff of 0.90, suggesting the model fit is moderate but could be improved. The Incremental Fit Index (IFI) is 0.921 and the Comparative Fit Index (CFI) is 0.920, both above 0.90, indicating a good fit. The Tucker-Lewis Index (TLI) is 0.898, just below the preferred 0.90 threshold, showing

the fit is close to acceptable. Overall, these results suggest the default model has an acceptable to good fit but may benefit from further refinement.

Table 4.11: Model Fit Indices for the Hypothesized Structural Model

Fit Index	Value	Expected Value	Model Fit Interpretation
Chi-Square χ^2/df	212.238/94	Non-significant (p > 0.05)	Significant (p = .000); large sample sensitivity noted
χ^2/df Ratio	2.258	< 3	Acceptable fit
NFI	0.867	≥ 0.90	Below threshold; moderate fit
RFI	0.830	≥ 0.90	Below threshold; moderate fit
IFI	0.921	≥ 0.90	Good fit
CFI	0.920	≥ 0.90	Good fit
TLI	0.898	≥ 0.90	Near acceptable fit
RMSEA	0.080	≤ 0.08	Borderline acceptable fit

The RMSEA value for the default model is 0.080, which indicates a borderline acceptable fit since values below 0.08 are generally considered reasonable. The 90% confidence interval ranges from 0.065 to 0.094, suggesting that the true fit may be good but could also be slightly worse than ideal. In contrast, the independence model has a very high RMSEA of 0.249, with a confidence interval from 0.238 to 0.260, showing a poor fit to the data. Overall, these results suggest that while the default model fits the data moderately well, there is room for improvement.

The model was improved by allowing correlations between certain error terms based on the Modification Indices (Table 4.12). For example, errors of variables e14 and e15 were allowed to correlate, resulting in a small parameter change of 0.032. More substantial improvements came from correlating errors between e7 and e9, as well as

e7 and e8, which had higher modification indices and parameter changes of -0.056 and 0.066, respectively. Additionally, errors between e6 and e8 were correlated with a parameter change of -0.039. Several correlations involved variable e3 with variables d2, e9, e8, and e4, with parameter changes ranging from -0.065 to 0.042.

Finally, errors of e1 were correlated with e9, e8, and e3, with parameter changes between -0.067 and 0.072. These correlations suggest that some observed variables share unexplained variance, possibly due to similar measurement characteristics or content overlap, and allowing these error terms to correlate helped to better capture this shared variance, thereby improving the overall fit of the model.

Table 4.12: Modification indices for hypothesized model

Covariance			M.I.	Par Change
e14	<-->	e15	4.007	.032
e7	<-->	e9	9.621	-.056
e7	<-->	e8	12.989	.066
e6	<-->	e8	4.649	-.039
e3	<-->	d2	6.230	.024
e3	<-->	e9	5.062	.042
e3	<-->	e8	5.038	-.043
e3	<-->	e4	9.187	-.065
e1	<-->	e9	4.207	-.050
e1	<-->	e8	8.319	.072
e1	<-->	e3	6.961	-.067

4.9.2 First Modified Structural Model

In Figure 4.11, the estimates show the strength and direction of the relationships between variables in the model. Skills Development has a very small negative effect on

Organizational Culture (-0.032), suggesting little to no direct impact. Mentorship has a strong positive influence on Organizational Culture (0.714), while Internal Promotion also positively affects Organizational Culture but to a lesser extent (0.204). Survivability is positively influenced by Skills Development (0.238) and Mentorship (0.063), but negatively influenced by Internal Promotion (-0.155). Organizational Culture has a strong positive effect on Survivability (0.825).

Skills Development positively impacts Job Rotation (0.591), Training (0.816), and Competence (0.757). Mentorship strongly predicts Networking (0.620), Confidence (0.671), and Coaching (0.694). Internal Promotion positively influences Recruitment (0.657), Pay (0.702), and Equity (0.671). Organizational Culture strongly affects Innovative (0.609), Bureaucratic (0.732), and Supportive (0.714) dimensions. Survivability positively affects Adaptability (0.843), Sensing (0.769), Transforming (0.682), and Financial Health (0.549).

Overall, Mentorship and Organizational Culture show strong positive impacts on many variables, while Skills Development and Internal Promotion have mixed effects depending on the outcome. Survivability serves as an important mediator positively influencing key performance and adaptability factors.
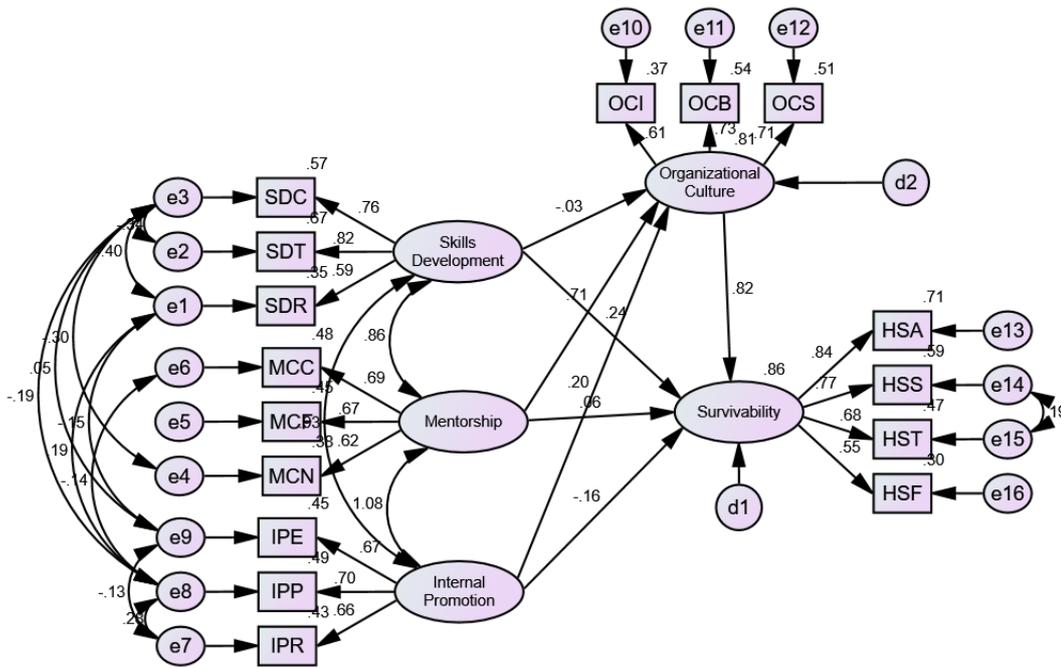
Figure 4.11: First Modified Structural model

Table 4.13 shows how five key factors, Mentorship, Skills Development, Internal Promotion, Organizational Culture, and Survivability are related to various outcomes in the model.

Organizational Culture is strongly influenced by Mentorship (0.714) and Internal Promotion (0.204), but has almost no relationship with Skills Development (-0.032) or Survivability. Survivability itself is positively affected by Skills Development (0.238) and Organizational Culture (0.825), but negatively influenced by Internal Promotion (-0.155) and only slightly by Mentorship (0.063).

Financial Health, Transforming, Sensing, and Adaptability are all strongly related only to Survivability, with coefficients ranging from 0.549 to 0.843, showing Survivability's key role in these areas. Supportive, Bureaucratic, and Innovative characteristics are strongly linked to Organizational Culture, with values of 0.714, 0.732, and 0.609 respectively. Equity, Pay, and Recruitment are strongly connected to Internal

Promotion, showing coefficients above 0.65. Coaching, Confidence, and Networking are clearly influenced by Mentorship, with moderate to strong relationships (0.620 to 0.694). Finally, Competence, Training, and Job Rotation are positively influenced by Skills Development, with relatively strong coefficients (0.591 to 0.816). Overall, this matrix highlights which factors are most influential for different organizational and employee outcomes, showing the distinct roles each plays in the model.

Table 4.13: Standardized Direct Effects for first structural model

Variable	Mentorship	Skills Development	Internal Promotion	Org. Culture	Survivability
Org. Culture	0.714	-0.032	0.204	0.000	0.000
Survivability	0.063	0.238	-0.155	0.825	0.000
Financial Health	0.000	0.000	0.000	0.000	0.549
Transforming	0.000	0.000	0.000	0.000	0.682
Sensing	0.000	0.000	0.000	0.000	0.769
Adaptability	0.000	0.000	0.000	0.000	0.843
Supportive	0.000	0.000	0.000	0.714	0.000
Bureaucratic	0.000	0.000	0.000	0.732	0.000
Innovative	0.000	0.000	0.000	0.609	0.000
Equity	0.000	0.000	0.671	0.000	0.000
Pay	0.000	0.000	0.702	0.000	0.000
Recruitment	0.000	0.000	0.657	0.000	0.000
Coaching	0.694	0.000	0.000	0.000	0.000
Confidence	0.671	0.000	0.000	0.000	0.000
Networking	0.620	0.000	0.000	0.000	0.000
Competence	0.000	0.757	0.000	0.000	0.000
Training	0.000	0.816	0.000	0.000	0.000
Job Rotation	0.000	0.591	0.000	0.000	0.000

Standardized indirect effects in Table 4.14 show analysis of effects that one variable has on another through one or more intervening variables in the model, expressed in standardized form. In other words, it measures how much a variable influences another variable indirectly not by a direct path, but through mediators while controlling for the scale of measurement. These effects help to understand the pathways and mechanisms through which variables are connected within the model. The model estimates are

indirect relationships, showing how variables impact each other through intermediary factors, which provides deeper insight into the complex dynamics of the structural model beyond just direct effects.

Table 4.14: Standardized Indirect Effects for first structural model

Variable	Mentorship	Skills Development	Internal Promotion	Org. Culture	Survivability
Org. Culture	0.000	0.000	0.000	0.000	0.000
Survivability	0.589	-0.026	0.168	0.000	0.000
Financial Health	0.357	0.117	0.007	0.453	0.000
Transforming	0.444	0.145	0.009	0.563	0.000
Sensing	0.501	0.163	0.010	0.635	0.000
Adaptability	0.549	0.179	0.011	0.695	0.000
Supportive	0.510	-0.023	0.145	0.000	0.000
Bureaucratic	0.523	-0.023	0.149	0.000	0.000
Innovative	0.435	-0.019	0.124	0.000	0.000
Equity	0.000	0.000	0.000	0.000	0.000
Pay	0.000	0.000	0.000	0.000	0.000
Recruitment	0.000	0.000	0.000	0.000	0.000
Coaching	0.000	0.000	0.000	0.000	0.000
Confidence	0.000	0.000	0.000	0.000	0.000
Networking	0.000	0.000	0.000	0.000	0.000
Competence	0.000	0.000	0.000	0.000	0.000
Training	0.000	0.000	0.000	0.000	0.000
Job Rotation	0.000	0.000	0.000	0.000	0.000

The zeros in the last rows suggest no indirect effects through those variable

The model fit results (Table 4.15) indicate that the model provides a generally good and acceptable fit to the data. It estimates 69 parameters and has a chi-square (CMIN) of 144.484 with 83 degrees of freedom, yielding a CMIN/DF ratio of 1.741—well within the acceptable threshold, suggesting a satisfactory model fit despite the significant p-value. Compared to the independence model, which assumes no relationships among variables and has a much higher CMIN/DF ratio of 13.316, the default model clearly demonstrates a superior fit.

Further support for the model's adequacy is seen in the fit indices: the NFI (0.910), IFI (0.959), TLI (0.940), and CFI (0.958) all indicate strong model performance, with only the RFI (0.869) slightly below the ideal threshold but still acceptable.

The RMSEA value of 0.061, along with its 90% confidence interval of 0.044 to 0.077, falls within the acceptable range for model fit, and the PCLOSE value of 0.135 suggests that the model's fit is not significantly worse than a perfect fit.

Table 4.15: Model Fit Indices for the First Structural Model

Fit Index	Value	Expected Value	Model Fit Interpretation
Chi-Square (CMIN) (df)	144.484/83	Non-significant (p > 0.05)	Significant; acceptable with supportive other indices
CMIN/DF Ratio	1.741	< 2 or < 3	Good fit
NFI	0.910	≥ 0.90	Good fit
RFI	0.869	≥ 0.90	Slightly below; still acceptable
IFI	0.959	≥ 0.90	Excellent fit
TLI	0.940	≥ 0.90	Excellent fit
CFI	0.958	≥ 0.90	Excellent fit
RMSEA	0.061	≤ 0.08	Good fit

Despite these favorable fit statistics, further model improvement was essential. Refining the model can enhance interpretability, reduce error, and strengthen theoretical validity, ensuring a more robust and reliable representation of the underlying relationships in the data.

To enhance the model fit, two modifications were proposed (Table 4.16) based on the analysis of the modification indices. First, a covariance between error terms e8 and e16

was suggested, with a high modification index of 15.466 and an estimated parameter change of 0.089. This indicates a strong potential improvement in model fit by allowing these two error terms to correlate, as they likely share unexplained variance not captured by the current model.

Second, a covariance between e8 and e14 was identified with a modification index of 9.961 and an estimated parameter change of -0.044. This suggests a small negative correlation between these error terms. Including this covariance in the model could reduce residuals and improve the accuracy of the model's estimates. Together, these modifications (Table 4.16) address unaccounted-for relationships among observed variables, thereby enhancing the overall goodness-of-fit of the model.

Table 4.16: Modification indices for first structural model

Covariances			M.I.	Par Change
e8	<-->	e16	15.466	.089
e8	<-->	e14	9.961	-.044

4.9.3 Second modified structural model

In Figure 4.12, the estimates provided reflect the standardized regression weights from a structural equation model, indicating the strength and direction of relationships between the variables.

Organizational Culture is most strongly predicted by Mentorship (0.712), followed by Internal Promotion (0.194), while Skills Development has a weak and negative relationship (−0.023), suggesting it does not significantly influence Organizational Culture in this model. Survivability is primarily influenced by Organizational Culture with a strong positive effect (0.854), showing that a strong organizational culture

greatly enhances the survivability of the organization. It is also positively influenced by Skills Development (0.198) and Mentorship (0.109), but negatively affected by Internal Promotion (−0.177), suggesting that the way promotions are handled may sometimes hinder survivability.

Skills Development significantly enhances Job Rotation (0.591), Training (0.819), and Competence (0.762), indicating its critical role in employee development. Mentorship strongly influences Networking (0.621), Confidence (0.670), and Coaching (0.692), highlighting its role in boosting soft skills and support systems. Internal Promotion positively affects Recruitment (0.661), Pay (0.715), and Equity (0.674), suggesting it supports HR practices that are perceived as fair and attractive. Organizational Culture has strong effects on creating a Bureaucratic (0.739), Supportive (0.712), and Innovative (0.609) environment, implying that culture shapes organizational behavior and climate.

Survivability significantly contributes to Adaptability (0.834), Sensing (0.772), Transforming (0.683), and Financial Health (0.543), demonstrating that organizations that are sustainable are also more agile, perceptive, transformative, and financially stable. Overall, the model highlights the central roles of Mentorship, Organizational Culture, and Survivability in shaping both internal development and organizational performance outcomes.
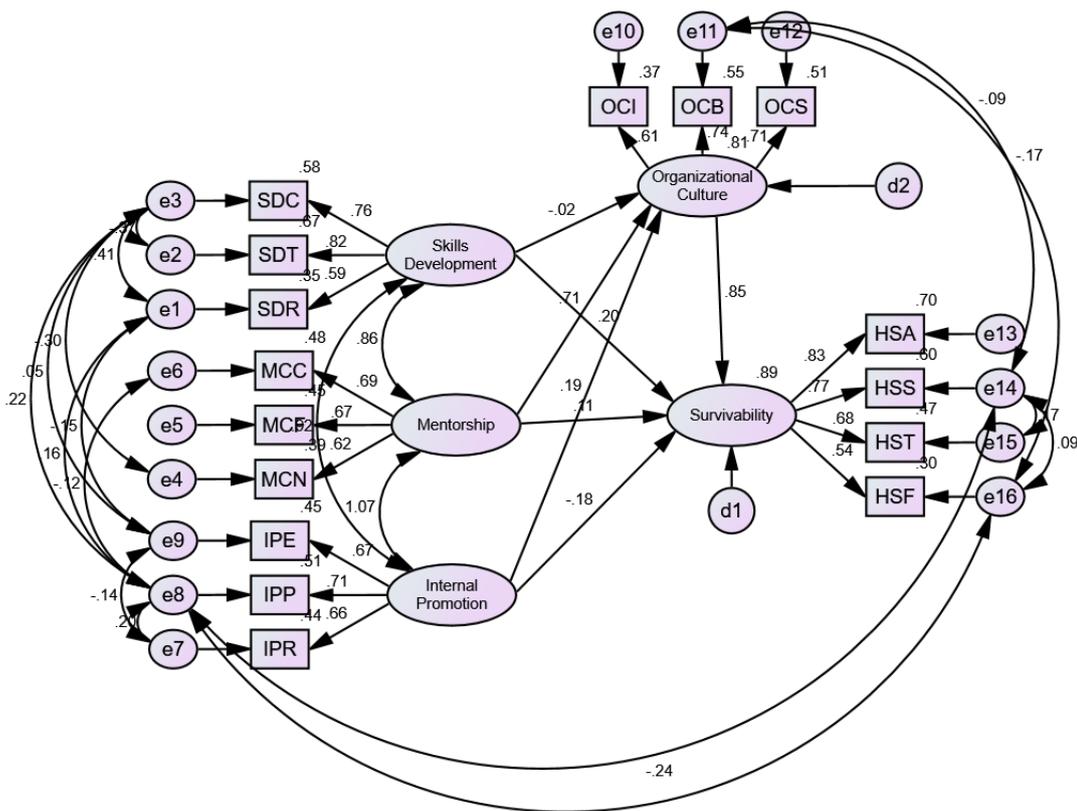
Figure 4.12: Second modified structural model

The Standardized Direct Effects (Table 4.17) results show the strength and direction of the immediate relationships among the variables in the model. Mentorship has a strong direct effect on Organizational Culture (0.712), indicating that mentoring significantly enhances the internal culture of the organization. Internal Promotion also positively affects Organizational Culture (0.194), while Skills Development has a minimal and slightly negative direct impact (−0.023), suggesting a negligible effect.

Survivability is strongly influenced by Organizational Culture (0.854), highlighting that a positive internal culture greatly enhances an organization's ability to endure. Skills Development (0.198) and Mentorship (0.109) also contribute positively, though to a lesser extent. Interestingly, Internal Promotion has a small negative direct effect on Survivability (−0.177), implying that promotion practices may not directly support long-term organizational sustainability.

Additionally, Organizational Culture directly affects being Innovative (0.609), Bureaucratic (0.739), and Supportive (0.712), showing its broad influence on different cultural dimensions within the organization. Survivability significantly drives Adaptability (0.834), Sensing (0.772), Transforming (0.683), and Financial Health (0.543), underlining its importance for strategic responsiveness and stability.

Internal Promotion shows strong direct effects on Recruitment (0.661), Pay (0.715), and Equity (0.674), reflecting its critical role in shaping internal human resource outcomes. Mentorship significantly enhances Coaching (0.692), Confidence (0.670), and Networking (0.621), emphasizing its value in employee development. Similarly, Skills Development has a strong direct impact on Training (0.819), Competence (0.762), and Job Rotation (0.591), confirming its importance in building workforce capabilities. The results reveal that Organizational Culture, Mentorship, and Skills Development are pivotal in directly shaping both organizational and employee outcomes.

Table 4.17: Standardized Direct Effects for second structural model

Variable	Mentorship	Skills Development	Internal Promotion	Org. Culture	Survivability
Org. Culture	0.712	-0.023	0.194	0.000	0.000
Survivability	0.109	0.198	-0.177	0.854	0.000
Financial Health	0.000	0.000	0.000	0.000	0.543
Transforming	0.000	0.000	0.000	0.000	0.683
Sensing	0.000	0.000	0.000	0.000	0.772
Adaptability	0.000	0.000	0.000	0.000	0.834
Supportive	0.000	0.000	0.000	0.712	0.000
Bureaucratic	0.000	0.000	0.000	0.739	0.000
Innovative	0.000	0.000	0.000	0.609	0.000
Equity	0.000	0.000	0.674	0.000	0.000
Pay	0.000	0.000	0.715	0.000	0.000
Recruitment	0.000	0.000	0.661	0.000	0.000
Coaching	0.692	0.000	0.000	0.000	0.000
Confidence	0.670	0.000	0.000	0.000	0.000
Networking	0.621	0.000	0.000	0.000	0.000
Competence	0.000	0.762	0.000	0.000	0.000
Training	0.000	0.819	0.000	0.000	0.000
Job Rotation	0.000	0.591	0.000	0.000	0.000

The standardized indirect effects (Table 4.18) indicate how certain variables influence others through mediating constructs rather than directly. Mentorship shows strong indirect effects on key outcomes such as Survivability (.607), Adaptability (.598), Sensing (.553), Transforming (.490), and Financial Health (.390). This suggests that Mentorship positively affects these outcomes primarily through Organizational Culture and Survivability.

Skills Development also exhibits indirect effects on several outcomes, including Financial Health (.097), Transforming (.122), Sensing (.138), and Adaptability (.149). However, its indirect effect on Survivability is slightly negative (−.019), indicating a weaker or more complex mediating influence. Internal Promotion demonstrates positive indirect effects on Survivability (.166), as well as on cultural attributes such as Supportive (.138), Bureaucratic (.144), and Innovative (.118) dimensions, mainly mediated through Organizational Culture and Survivability.

Organizational Culture and Survivability do not show indirect effects in this table because they are positioned as mediators rather than being influenced indirectly. Other variables such as Equity, Pay, Recruitment, Coaching, Confidence, Networking, Competence, Training, and Job Rotation do not have reported indirect effects, implying their influences are captured through direct paths in the model.

Overall, the results highlight that Mentorship has the most substantial indirect influence on key organizational outcomes, followed by Internal Promotion and Skills Development, emphasizing the importance of strengthening these practices within the organization.

Table 4.18: Standardized indirect effects for second structural model

	Mentorship	Skills Development	Internal Promotion	Org. Culture	Survivability
Org.Culture	.000	.000	.000	.000	.000
Survivability	.607	-.019	.166	.000	.000
FinancialHealth	.390	.097	-.006	.464	.000
Transforming	.490	.122	-.007	.583	.000
Sensing	.553	.138	-.008	.659	.000
Adaptability	.598	.149	-.009	.712	.000
Supportive	.506	-.016	.138	.000	.000
Bureaucratic	.526	-.017	.144	.000	.000
Innovative	.433	-.014	.118	.000	.000
Equity	.000	.000	.000	.000	.000
Pay	.000	.000	.000	.000	.000
Recruitment	.000	.000	.000	.000	.000
Coaching	.000	.000	.000	.000	.000
Confidence	.000	.000	.000	.000	.000
Networking	.000	.000	.000	.000	.000
Competence	.000	.000	.000	.000	.000
Training	.000	.000	.000	.000	.000
JobRotation	.000	.000	.000	.000	.000

The model fit results (Table 4.19) show that the default model estimated 74 parameters (NPAR = 74) and has a chi-square value (CMIN) of 108.066 with 78 degrees of freedom (DF). The p-value is 0.014, indicating a statistically significant difference between the model and the data, but this is common in large samples. The ratio of chi-square to degrees of freedom (CMIN/DF) is 1.385, which is well below the commonly accepted thresholds of 2 or 3, suggesting a good overall fit of the model to the data.

The model fit indices indicate that the model fits the data very well. The Normed Fit Index (NFI) is 0.932, showing a strong fit compared to the null model. The Relative Fit Index (RFI) is 0.896, which is slightly below the ideal threshold but still acceptable. The Incremental Fit Index (IFI) is very high at 0.980, indicating an excellent fit to the data. The Tucker-Lewis Index (TLI) is 0.969, reflecting a good fit while accounting for model complexity. Lastly, the Comparative Fit Index (CFI) is 0.980, suggesting a very strong fit overall. Overall, these indices suggest that the model provides a very good fit to the observed data.

The model fit results for RMSEA indicate that the default model has a value of 0.044, which falls within the range considered to reflect a good fit (values below 0.05 are generally seen as excellent). The 90% confidence interval for RMSEA ranges from 0.021 to 0.063, suggesting that the true RMSEA value is likely within this range and supports the model's good fit.

Table 4.19: Model Fit Indices for second structural model

Fit Index	Value	Expected Value	Model Fit Interpretation
Chi-Square (CMIN) (DF)	108.066/78	Non-significant (p > 0.05)	Significant (p = 0.014); acceptable with good other indices
CMIN/DF Ratio	1.385	< 2 or < 3	Good fit
NFI	0.932	≥ 0.90	Strong fit
IFI	0.980	≥ 0.90	Excellent fit
TLI	0.969	≥ 0.90	Excellent fit
CFI	0.980	≥ 0.90	Excellent fit
RMSEA	0.044	≤ 0.05 (excellent); ≤ 0.08 (acceptable)	Excellent fit

Despite these positive indicators and the good fit demonstrated by the RMSEA and other indices, there was still room to improve the model further. For example, modifying the covariance between the error terms of e11 and e13 could help refine the model and enhance its overall fit.

The model modification involving the covariance between error terms e11 and e13 was suggested based on a Modification Index (M.I.) of 4.018 and a parameter change estimate of −.022. This suggests that allowing the errors of the observed variables linked to e11 and e13 to covary could improve the model fit slightly. The M.I. value of 4.018 indicates that freeing this parameter could reduce the overall chi-square value by approximately 4.018 points, which implies a modest but meaningful improvement in model fit. The negative Par Change (−.022) represents the expected direction and magnitude of the covariance if it were added to the model. In practical terms, this implies that e11 and e13 share some unexplained variance, possibly due to measurement similarity, overlapping content, or other unmodeled relationships. Including this covariance would acknowledge and account for that shared variance, leading to a better-fitting model.

4.9.4 Final structural model

Skills Development has a very small negative effect on Organizational Culture (-0.020), suggesting it does not significantly influence it in this model. However, Mentorship has a strong positive effect on Organizational Culture (0.672), indicating that better mentorship is associated with a stronger organizational culture. Internal Promotion also positively influences Organizational Culture but to a lesser extent (0.225).

Survivability is positively influenced by Skills Development (0.196), but Mentorship (-0.028) and Internal Promotion (-0.213) show small negative effects on Survivability in this model. Organizational Culture has a very strong positive effect on Survivability (1.051), suggesting that a strong organizational culture greatly enhances the survivability of the organization.

Skills Development has moderate to strong positive effects on Job Rotation (0.591), Training (0.818), and Competence (0.764), implying that improved skills development leads to higher levels of these factors. Mentorship strongly influences Networking (0.621), Confidence (0.671), and Coaching (0.690), showing that mentorship is key to improving these interpersonal and professional skills. Internal Promotion positively affects Recruitment (0.663), Pay (0.714), and Equity (0.675), indicating that organizations with good internal promotion practices tend to have better recruitment, compensation, and equity.

Organizational Culture positively impacts Innovative (0.601), Bureaucratic (0.761), and Supportive (0.701) organizational attributes, suggesting that culture shapes these characteristics within the organization. Finally, Survivability strongly influences Adaptability (0.849), Sensing (0.766), Transforming (0.669), and Financial Health (0.540), showing that organizations with greater survivability are better able to adapt, sense changes, transform, and maintain financial health.
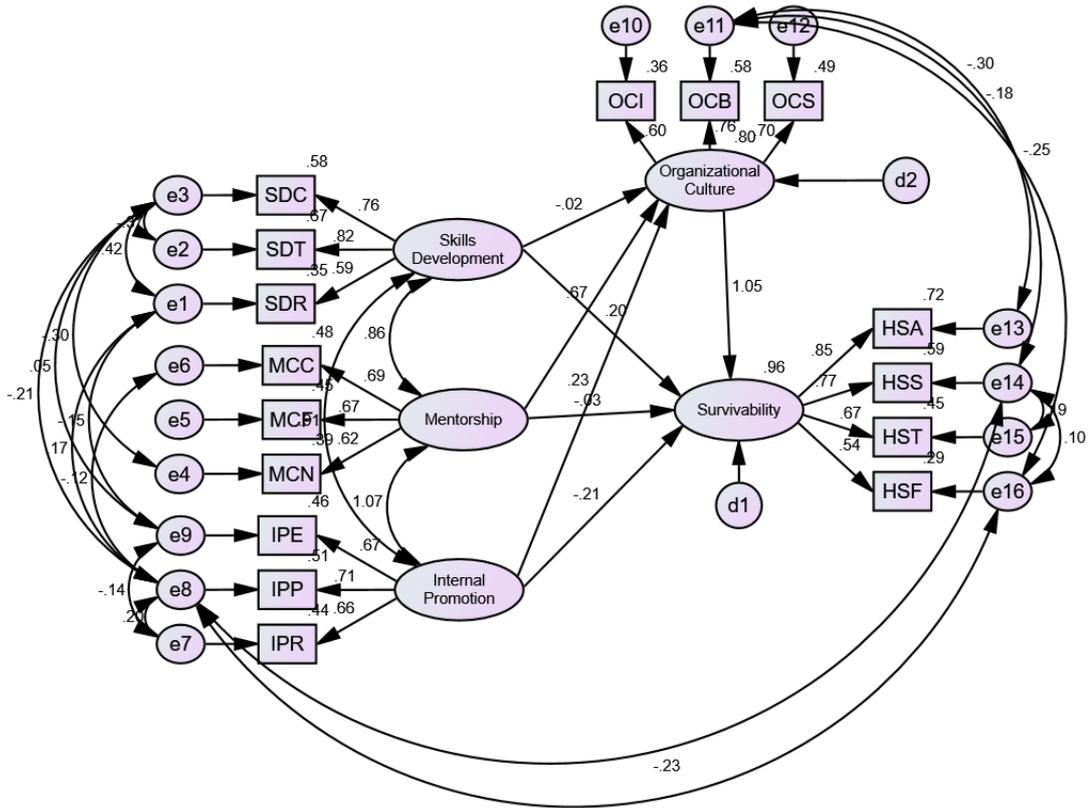
Figure 4.13: Final structural model

Table 4.20 shows the standardized effects of the latent variables Mentorship, Skills Development, Internal Promotion, Organizational Culture, and Survivability on various outcome variables.

Organizational Culture is positively influenced by Mentorship (0.672) and Internal Promotion (0.225), while Skills Development has a very small negative effect (-0.020). Survivability does not directly influence Organizational Culture. Survivability is strongly and positively influenced by Organizational Culture (1.051) and Skills Development (0.196), but it has small negative effects from Mentorship (-0.028) and Internal Promotion (-0.213).

Financial Health, Transforming, Sensing, and Adaptability are all strongly positively influenced by Survivability, with standardized effects of 0.540, 0.669, 0.766, and 0.849

respectively. These variables are not directly influenced by the other predictors in the model. Supportive, Bureaucratic, and Innovative organizational characteristics are positively influenced by Organizational Culture, with coefficients of 0.701, 0.761, and 0.601 respectively, but they do not receive direct effects from the other latent variables.

Equity, Pay, and Recruitment are positively influenced by Internal Promotion, with values of 0.675, 0.714, and 0.663 respectively. These factors are not directly affected by the other latent variables. Coaching, Confidence, and networking are strongly influenced by Mentorship, with effects of 0.690, 0.671, and 0.621 respectively. Competence, Training, and Job Rotation are positively influenced by Skills Development, with standardized effects of 0.764, 0.818, and 0.591 respectively.

Overall, this pattern shows distinct pathways where Mentorship primarily influences interpersonal and professional skills, Skills Development drives competence and training-related factors, Internal Promotion impacts compensation and recruitment variables, Organizational Culture shapes organizational attributes, and Survivability affects adaptability and organizational resilience outcomes.

Table 4.20: Standardized direct effects for final structural model

DV → IV	Mentorship	Skills Dev.	Int. Promo	Org. Culture	Survivability
Org. Culture	0.672	-0.020	0.225	0.000	0.000
Survivability	-0.028	0.196	-0.213	1.051	0.000
Financial Health	0.000	0.000	0.000	0.000	0.540
Transforming	0.000	0.000	0.000	0.000	0.669
Sensing	0.000	0.000	0.000	0.000	0.766
Adaptability	0.000	0.000	0.000	0.000	0.849
Supportive Culture	0.000	0.000	0.000	0.701	0.000
Bureaucratic	0.000	0.000	0.000	0.761	0.000
Innovative	0.000	0.000	0.000	0.601	0.000
Equity	0.000	0.000	0.675	0.000	0.000
Pay	0.000	0.000	0.714	0.000	0.000
Recruitment	0.000	0.000	0.663	0.000	0.000
Coaching	0.690	0.000	0.000	0.000	0.000
Confidence	0.671	0.000	0.000	0.000	0.000
Networking	0.621	0.000	0.000	0.000	0.000
Competence	0.000	0.764	0.000	0.000	0.000
Training	0.000	0.818	0.000	0.000	0.000
Job Rotation	0.000	0.591	0.000	0.000	0.000

- **DV**: Dependent Variable (what is being explained)

- **IV**: Independent Variable (predictor)

- (0.000) indicate no direct path reported or tested

- All coefficients are standardized β weights

Table 4.21 presents the standardized indirect effects of the latent variables Mentorship, Skills Development, Internal Promotion, Organizational Culture, and Survivability on various outcome variables.

Organizational Culture does not show any indirect effects from the predictor variables in this model. Survivability is indirectly influenced mostly by Mentorship (0.707) and Internal Promotion (0.237), with a very small negative indirect effect from Skills Development (-0.021). There is no indirect effect from Organizational Culture. Financial Health, Transforming, Sensing, and Adaptability show positive indirect

effects from all predictors except Survivability. They are most strongly affected indirectly by Organizational Culture (0.568, 0.703, 0.805, and 0.893 respectively) and Mentorship (0.367, 0.454, 0.520, and 0.576 respectively).

Skills Development and Internal Promotion have smaller positive indirect effects on these variables. Supportive, Bureaucratic, and Innovative organizational characteristics have small positive indirect effects from Mentorship (0.471, 0.512, 0.404) and Internal Promotion (0.158, 0.171, 0.135), and slight negative effects from Skills Development (-0.014, -0.015, -0.012). They are not indirectly influenced by Organizational Culture or Survivability. Equity, Pay, Recruitment, Coaching, Confidence, Networking, Competence, Training, and Job Rotation have no significant indirect effects from any of the latent variables listed here.

In summary, these indirect effects highlight that Organizational Culture and Mentorship primarily contribute to outcomes related to financial health and adaptability indirectly, while Internal Promotion and Skills Development have smaller but meaningful indirect impacts on some organizational characteristics.

Table 4.21: Standardized indirect effects for final structural model

	Mentorship	Skills Development	Internal Promotion	Org. Culture	Survivability
Org. Culture	.000	.000	.000	.000	.000
Survivability	.707	-.021	.237	.000	.000
FinancialHealth	.367	.094	.013	.568	.000
Transforming	.454	.117	.016	.703	.000
Sensing	.520	.134	.019	.805	.000
Adaptability	.576	.148	.021	.893	.000
Supportive	.471	-.014	.158	.000	.000
Bureaucratic	.512	-.015	.171	.000	.000
Innovative	.404	-.012	.135	.000	.000
Equity	.000	.000	.000	.000	.000
Pay	.000	.000	.000	.000	.000
Recruitment	.000	.000	.000	.000	.000
Coaching	.000	.000	.000	.000	.000
Confidence	.000	.000	.000	.000	.000

	Mentorship	Skills Development	Internal Promotion	Org. Culture	Survivability
Networking	.000	.000	.000	.000	.000
Competence	.000	.000	.000	.000	.000
Training	.000	.000	.000	.000	.000
JobRotation	.000	.000	.000	.000	.000

In Table 4.22, the model estimated 75 parameters (NPAR = 75) and has a chi-square value (CMIN) of 101.318 with 77 degrees of freedom (DF). The p-value is 0.033, which is slightly below the typical significance threshold of 0.05, indicating a statistically significant difference between the model and the data. However, this is common in larger samples, so the chi-square test alone is not always the best indicator of fit.

The model fit indices show that the model fits the data very well. The Normed Fit Index (NFI) is 0.937, indicating a strong fit compared to the null model. The Relative Fit Index (RFI) is 0.901, which meets the acceptable threshold and suggests a good fit considering model complexity. The Incremental Fit Index (IFI) is very high at 0.984, reflecting an excellent fit to the data. The Tucker-Lewis Index (TLI) is 0.974, showing a very good fit while accounting for model complexity. The Comparative Fit Index (CFI) is 0.984, further confirming the model's strong fit. Overall, these results indicate that the model fits the observed data very well.

The RMSEA (Root Mean Square Error of Approximation) results indicate that the model fits the data well. The RMSEA value for the default model is 0.040, which is below the commonly accepted threshold of 0.05, signaling a good fit. The 90% confidence interval ranges from 0.012 to 0.060, suggesting that the true RMSEA value is likely within this acceptable range. Overall, these results support the conclusion that the model fits the data well according to RMSEA criteria.

Table 4.22: Model fit indices for the final structural model

Fit Index	Value	Expected Value	Model Fit Interpretation
Chi-Square (CMIN) (DF)	101.318/77	Non-significant (p > 0.05)	Significant (p = 0.033); acceptable with strong other indices
CMIN/DF Ratio	1.315	< 2 or < 3	Good fit
NFI	0.937	≥ 0.90	Strong fit
RFI	0.901	≥ 0.90	Acceptable fit
IFI	0.984	≥ 0.90	Excellent fit
TLI	0.974	≥ 0.90	Excellent fit
CFI	0.984	≥ 0.90	Excellent fit
RMSEA	0.040	≤ 0.05 (excellent); ≤ 0.08 (acceptable)	Excellent fit

4.9.5 Hypothesis testing

The final step in the data analysis was to test all the null hypotheses. The hypotheses were tested by assigning the statistical significance of the path coefficients. This study tested seven hypotheses. This model examined how skills development, mentorship, and internal promotion affect both organizational culture and organizational survivability. The results are based on beta values (standardized regression weights) and p-values, which determine whether each relationship is statistically significant presented in Table 4.23.

4.9.5.1 Regression Analysis

Hypothesis 1 (H_{01}): Skills development has no effect on hotel survivability. Regarding survivability, skills development has a beta value of 0.182 with a p-value of 0.359, indicating a positive but non-significant effect. Thus, we fail to reject the null

hypothesis and determine that skills development does not directly affect organizational survivability.

Hypothesis 2 (H$_{O2}$): Mentorship has no effect on hotel survivability. Mentorship has a negligible negative beta of -0.027 on survivability and a very high p-value of 0.947, indicating no significant effect. We therefore fail to reject the null hypothesis, meaning mentorship does not directly influence survivability.

Hypothesis 3 (H$_{O3}$): Internal promotion has no effect on hotel survivability. Internal promotion has a negative beta of -0.208 on survivability, with a p-value of 0.599. This effect is not significant, so we fail to reject the null hypothesis and conclude internal promotion does not significantly affect survivability.

Hypothesis 4 (H$_{04}$): Organizational culture has no effect on hotel survivability. The only statistically significant effect is that of organizational culture on survivability, which has a strong positive beta of 1.250 and a p-value of 0.004. Here, we reject the null hypothesis, showing that organizational culture significantly and positively influences organizational survivability.

Hypothesis 5 (H$_{05}$): Succession planning has no effect on organizational culture. Skills development (β = -0.016, p = 0.929) and internal promotion (β = 0.185, p = 0.591) do not significantly affect organizational culture, so we fail to reject the null hypotheses, indicating these factors likely do not influence organizational culture in this context. Mentorship (β = 0.560, p = 0.056) shows a marginally positive effect, meaning we cannot confidently reject the null hypothesis, but it suggests that mentorship *may* have a meaningful positive impact on organizational culture and warrants further investigation.

Table 4.23: Regression Weights

Regression Path			Estmate	S.E.	C.R.	P	Label
Survivability	<---	Skills_Development	.182	.199	.918	.359	H01
Survivability	<---	Mentorship	-.027	.410	-.067	.947	H02
Survivability	<---	Internal_Promotion	-.208	.395	-.526	.599	H03
Survivability	<---	Organizational_Culture	1.250	.438	2.854	.004	H04
Org._Culture	<---	Skills_Development	-.016	.175	-.089	.929	H05a
Org._Culture	<---	Mentorship	.560	.294	1.908	.056	H05b
Org._Culture	<---	Internal_Promotion	.185	.344	.538	.591	H05c

4.10 Moderation Analysis

Hypothesis 6 (H06**)** proposed that organizational culture does not moderate the relationship between succession planning practices and hotel survivability. To test this, moderation analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4, a method suited for predictive modeling in complex, multi-construct frameworks (Hair et al., 2017). Organizational culture was modeled as a moderator, rather than a mediator, because it was theoretically expected to *alter the strength* of the relationship between succession planning practices and hotel survivability rather than transmit the effect itself.

4.10.1 Theoretical Rationale

Drawing from the dynamic capability framework, organizational culture serves as a form of soft infrastructure that influences how firms deploy and renew their capabilities. Supportive cultures enhance learning, innovation, and collaboration, thereby strengthening the outcomes of succession planning, whereas rigid or hierarchical cultures can constrain adaptability. Prior evidence demonstrates that organizations with strong dynamic capabilities exhibit greater resilience and performance sustainability

(Pereira-Moliner et al., 2020). Within the Ugandan hotel context, organizational culture was therefore expected to condition the strength and direction of the relationship between succession planning practices and hotel survivability.

4.10.2 Preliminary Analysis

Preliminary data screening was conducted to ensure the dataset's suitability for analysis. This process involved examining missing values and outliers, assessing normality through skewness and kurtosis statistics, and evaluating data distribution patterns. Multicollinearity among indicators was tested using variance inflation factors (VIF) and tolerance values to confirm acceptable levels of independence among predictors. Descriptive statistics, including means, standard deviations, and frequency distributions, were computed to summarize the key characteristics of the dataset.

4.10.3 Sampling Adequacy and Suitability:

To determine whether the data were appropriate for Principal Component Analysis (PCA), the Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity were conducted for each construct: skills development, mentorship career development, internal promotion, organizational culture, and hotel survivability. According to Field (2009), KMO values above 0.70 indicate adequate sampling, while a significant Bartlett's test (p < .05) confirms sufficient inter-item correlations for factor analysis. The results presented in Table 4.25 indicate satisfactory sampling adequacy and data suitability for both EFA and CFA, as all constructs recorded KMO values above 0.70 and significant Bartlett's test results (p < .001).

Table 4.24: Results of KMO and Bartlett's Test for Study Variables

Construct	KMO Measure of Sampling Adequacy	Bartlett's Test of Sphericity	df	Sig.
Skills Development	0.755	548.101	36	.000
Mentorship Career Development	0.809	668.257	45	.000
Internal Promotion	0.820	697.167	55	.000
Organizational Culture	0.782	618.131	45	.000
Hotel Survivability	0.889	2345.013	325	.000

Source: Primary data (2025)

As shown in Table 4.24, all KMO values exceeded the recommended minimum threshold of 0.70, confirming that the data were adequate for factor analysis. Hotel survivability recorded the highest KMO value (0.889), suggesting excellent adequacy, while skills development (0.755) remained within acceptable limits. Furthermore, Bartlett's Test of Sphericity was significant ($p < .001$) for all constructs, with chi-square statistics ranging from 548.101 to 2345.013, confirming that inter-item correlations were sufficient for conducting PCA across all variables

4.10.4 Descriptive statistics

Descriptive statistics for succession planning practices (skill development, mentorship career development, and internal promotion), organizational culture, and hotel survivability using a 5-point Likert scale are shown in Table 4.25. Mean scores ranged from 3.78 to 4.08, indicating generally high agreement across constructs. Organizational culture had the highest mean (M = 4.08, SD = 0.54), followed by mentorship (M = 3.89, SD = 0.54) and hotel survivability (M = 3.87, SD = 0.50). Standard deviations (0.49–0.56) indicated moderate variability, with least variation in succession planning practices.

Skewness values were all negative (−0.615 to −0.811), suggesting a tendency toward higher ratings, while kurtosis values (0.046 to 1.838) indicated slightly peaked but approximately normal distributions. The Shapiro-Wilk test after $\log_{10}$ transformation

confirmed normality assumptions (all p > 0.05), supporting suitability for PLS-SEM analysis.

Table 4.25: Descriptive Statistics of Study Constructs

Construct	Mean	SD	Skewness	Kurtosis	Shapiro-Wilk p-value
Succession Planning	3.78	0.56	-0.615	0.046	0.129
Skill Development	—	—	—	—	0.274
Mentorship Career Development	3.89	0.54	-0.730	0.782	0.091
Internal Promotion	—	—	—	—	0.632
Organizational Culture	4.08	0.54	-0.811	1.838	0.115
Survivability of Hotels	3.87	0.50	-0.728	1.030	0.606

Note: Skill Development and Internal Promotion values are aggregated under

Succession Planning.

4.10.5 Baseline Measurement Model Evaluation

Before testing for moderation, the baseline (direct-effects) structural model was estimated to establish the direct relationships among the study constructs. The analysis was performed in SmartPLS 4 using bootstrapping with 10,000 subsamples and bias-corrected and accelerated (BCa) confidence intervals at the 95% level, in line with recommendations by Ringle et al. (2024). This ensured robust estimation of path significance and reliability of the results. The model examined the direct effects of the three succession planning practices skills development, mentorship career development, and internal promotion HR planning on hotel survivability, alongside the direct role of organizational culture as both an outcome predictor and potential moderator.

4.10.5 .1 Outer Loadings

Assessment of outer loadings was conducted to evaluate the reliability of individual indicators within each construct. Items with loadings below the recommended threshold

of 0.50 were removed to improve the overall measurement model fit, as low-loading indicators contribute weakly to construct representation. The revised model retained three indicators per construct, each demonstrating satisfactory loading values of 0.60 and above, consistent with the preferred benchmark of 0.70 for reflective measurement models (Hair et al., 2021). These results confirm that the remaining indicators adequately capture the underlying dimensions of their respective constructs. Table 4.26 presents the outer loadings of the retained indicators

Table 4.26: Outer Loadings of Retained Indicators

Construct	Code	Indicator Description	Loading
Skills Development	SPSDT5	Staff meetings organized	0.718
	SPSDT6	Tasks delegated to juniors	0.813
	SPSDT7	Off-site training offered	0.708
Mentorship	SPMEN2	Network with hotel leaders	0.812
	SPMEN3	Maintain professional relationships	0.732
	SPMEN5	Connections for financial support	0.664
Internal Promotion	SPIPP1	Promotion linked to salary	0.710
	SPIPP2	Complimentary meals for managers	0.786
	SPIPP3	Discounted hotel services	0.759
Organizational Culture	OCBC1	SOPs emphasized	0.680
	OCBC2	Clear authority chain	0.776
	OCBC3	Task prioritization	0.700
Survivability	SSES1	Scan for opportunities	0.754
	STRF1	Update goal strategies	0.700
	STRF3	Revise task execution	0.735

Note: Values ≥ 0.70 preferred for reliability.

The results in Table 4.26 show that all retained indicators demonstrated satisfactory loading values, ranging from 0.664 to 0.813, exceeding the minimum acceptable threshold of 0.50 and approaching or surpassing the preferred 0.70 benchmark (Hair et al., 2021). This indicates that each indicator shares a substantial proportion of variance with its corresponding latent construct. The constructs of Mentorship and Internal Promotion recorded the highest loading values, suggesting strong indicator reliability, while Organizational Culture and Survivability also exhibited consistent measurement

performance within acceptable limits. The results confirm that the observed items reliably measure their intended constructs, providing a solid foundation for subsequent validity assessment and structural model estimation

Given that all retained indicators demonstrated satisfactory outer loadings, the next step involved assessing convergent validity to confirm that items within each construct collectively represent a single underlying concept. Convergent validity was evaluated using Average Variance Extracted (AVE) and Composite Reliability (CR) values, which reflect the extent to which indicators of a latent construct share common variance and exhibit internal consistency. The results of this assessment are presented in Table 4.27.

Table 4.27: Reliability and Convergent Validity of Constructs:

Construct	Cronbach α	Composite Reliability	AVE
Skills Development	0.793	0.734	0.516
Mentorship Career Development	0.776	0.782	0.545
Internal Promotion	0.795	0.800	0.570
Organizational Culture	0.789	0.790	0.559
Survivability of Hotels	0.771	0.771	0.533

Reliability analysis showed Cronbach's alpha values between 0.771 and 0.795, exceeding the 0.70 threshold for internal consistency. Composite reliability values (0.734–0.800) and AVE scores (0.516–0.570) further supported convergent validity (Ahmad, 2016; Jain & Chetty, 2021).After confirming convergent validity, discriminant validity was tested to ensure the empirical distinctiveness of the constructs. The Heterotrait-Monotrait Ratio (HTMT) criterion was applied. The results are presented in Table 4.28.

Table 4.28: Discriminant Validity – HTMT

Constructs	1	2	3	4	5
Skill development (1)		0.563	0.395	0.393	0.525
Mentorship career development (2)			0.574	0.362	0.513
Internal promotion HR planning (3)				0.344	0.369
Organizational culture (4)					0.666
Survivability of hotels (5)					

Source: Primary data, 2025

All HTMT values are below the threshold of 0.85, with the highest value being 0.666 between organizational culture and survivability of hotels. This indicates that each construct is empirically distinct from the others, supporting the reliability and validity of the measurement model for subsequent SEM analysis.

To evaluate the quality and credibility of the estimated model in PLS-SEM, model fit indices such as the Standardized Root Mean Square Residual (SRMR) and Normed Fit Index (NFI), were examined to assess how well the model reproduces the observed data. This section presents and interprets these indices to confirm the overall adequacy and robustness of the structural model in representing the data. Table 4.29 below presents the goodness of fit indices for the model.

Table 4.29: Goodness-of-Fit Indices

Fit Index	Value	Criteria	Interpretation
CMIN/DF	1.283	< 3 (ideal < 2)	Excellent fit (indicates low discrepancy relative to degrees of freedom).
RMSEA	0.038	0.05 to 0.08 = acceptable; < 0.05 = good	Good fit (well below 0.05, suggesting close model fit).
CFI	0.979	> 0.90	Excellent fit (very close to 1).
TLI	0.973	> 0.90	Excellent fit – strong evidence of model fit.
GFI	0.936	> 0.90	Good fit (model explains a high proportion of variance).
SRMR	0.050	< 0.05	Right at the threshold but considered acceptable .

The measurement model demonstrated a good overall fit to the data, as indicated by the fit indices: CMIN/DF = 1.283, RMSEA = 0.038, CFI = 0.979, TLI = 0.973, GFI = 0.936, and SRMR = 0.050. These values meet the established criteria for acceptable model fit, with CMIN/DF well below the recommended threshold of 3, RMSEA below 0.05 indicating close fit, and CFI, TLI, and GFI all exceeding 0.90. Although the SRMR value of 0.050 lies at the threshold, it is still within the acceptable range (Fung, Han, & Mickevics, 2025; Hooper, Coughlan, & Mullen, 2008). These results collectively suggest that the measurement model has strong construct validity and is suitable for further structural analysis. The Chi-Square Test (CMIN) yielded a value of 102.653 with 80 degrees of freedom and a p-value of 0.045. In structural equation modeling, a chi-square test is used to assess how well the model fits the observed data.

The chi-square value represents the discrepancy between the model's predicted covariance matrix and the observed covariance matrix. A lower chi-square value typically indicates a better fit. The degrees of freedom (DF) in this case is 80, which is based on the model's complexity (i.e., the number of parameters and observed variables). Although the chi-square (χ^2) statistic is a traditional measure of model fit, it is highly sensitive to sample size; with larger samples, even minor deviations from perfect fit can yield statistically significant results, potentially misleading researchers about model adequacy. Therefore, χ^2 should be interpreted alongside complementary fit indices such as RMSEA, CFI, and SRMR to provide a more accurate assessment of structural equation model fit (Hair et al., 2021)

The baseline model explained 53.5% of the variance in hotel survivability (R^2 = .535, adjusted R^2 = .512), indicating substantial explanatory power. Among the predictors, organizational culture exhibited the strongest and most significant influence on survivability (β = 0.496, $p < .001$), followed by skills development (β = 0.211, p =

0.039). Mentorship career development showed a positive but statistically non-significant effect ($\beta = 0.231$, $p = 0.105$), while internal promotion HR planning was unrelated to survivability ($\beta = -0.032$, $p = 0.790$).These baseline findings established the fundamental pattern of relationships among the constructs and provided a reference point for assessing whether organizational culture, when introduced as a moderator, altered the magnitude or significance of these associations in the subsequent moderation model.

4.10.6 Moderation Analysis Results

Moderation was tested using the product indicator approach in SmartPLS 4, which automatically generates interaction terms between the indicators of succession planning practices and organizational culture. Bootstrapping with 10,000 resamples was employed to assess the significance and stability of the moderation effect without assuming data normality (Hair et al., 2017). Figure 4.14 below illustrates the moderating role of organizational culture in the relationship between succession planning practices and hotel survivability.
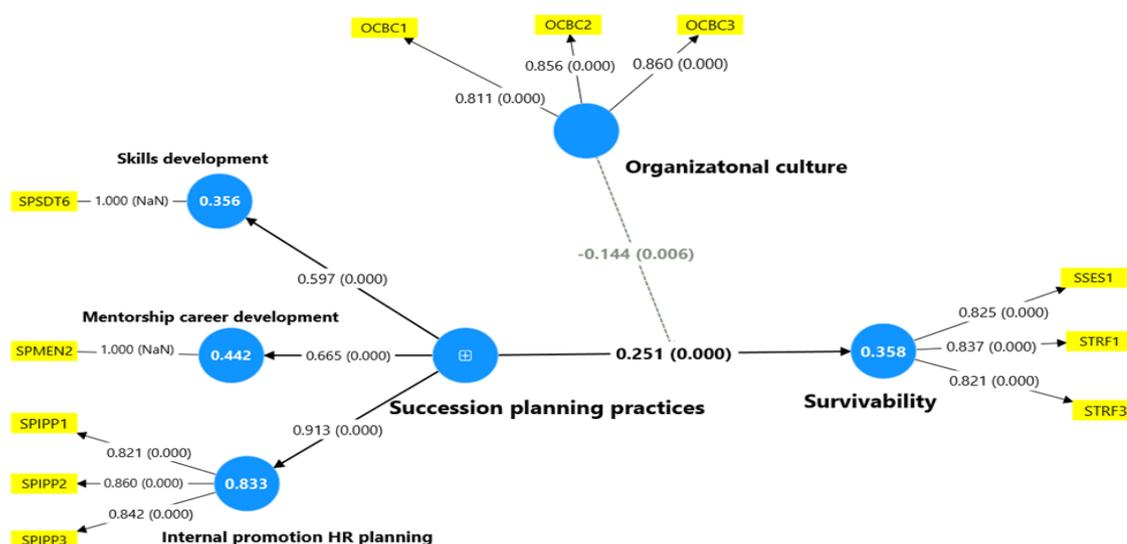
Figure 4.14: Moderating effect of organizational culture on the relationship between succession planning practices and hotel survivability.

As shown in Figure 4.14, organizational culture negatively and significantly moderates the relationship between succession planning practices and hotel survivability. This suggests that as organizational culture becomes stronger, the positive effect of succession planning practices represented by skills development, mentorship career development, and internal promotion HR planning on hotel survivability weakens.

4.10.6.1 Statistical Results of the Moderation Analysis

Table 4.30 below presents the statistical results for the moderation effect of organizational culture on the relationship between succession planning practices and hotel survivability, estimated using Partial Least Squares Structural Equation Modeling (PLS-SEM). Interaction terms were generated automatically in SmartPLS and tested for significance through bootstrapping with 10,000 resamples and bias-corrected confidence intervals at the 95% level.

Table 4.30: Path Coefficients and Hypothesis Testing Results for Moderation Effect

Indirect Effect	Beta	Sample Mean	SD	T-Stat	P-Value	f²	VIF	BCI (95%)
Organizational culture × Succession planning practices → Survivability	-0.144	-0.138	0.052	2.757	0.006	0.034	1.141	-0.249 – -0.043
Variance Prediction	R²	Adjusted R²	Q²predict	SRMR	RMSE	MAE		
Survivability of Hotels	0.358	0.348	0.331	0.139	0.831	0.689		

Source: Primary Data, 2025

4.10.6.2 Model Diagnostics

Collinearity was assessed using the Variance Inflation Factor (VIF), which was low (1.141), confirming the absence of multicollinearity. Model fit indices indicated that RMSE (0.831) and MAE (0.689) were within acceptable ranges, though SRMR (0.139) suggested some room for model refinement. Regarding predictive power, the model explained 35.8% of the variance in hotel survivability ($R^2 = 0.358$; Adjusted $R^2 =$

0.348). This level of explanatory power is considered moderate and acceptable in social science research (Gupta et al., 2024; Ozili, 2022). Furthermore, a positive Q²predict value (0.331) indicated good predictive relevance.

4.10.6.3 Interpretation of the Moderation Effect

The interaction between organizational culture and succession planning practices had a significant but small negative effect on hotel survivability (β = –0.144, t = 2.757, p = 0.006). This implies that a strong organizational culture slightly reduces the positive influence of succession planning practices on hotel survivability.

Table 4.31: Interpretation of Moderation Results

Value	Meaning	Interpretation
β = –0.144	Strength and direction	Indicates a small negative moderation effect—strong culture weakens the SPPS–survivability link.
p = 0.006	Statistical significance	Below 0.05; the effect is statistically significant.
f^2 = 0.034	Effect size	Small effect, suggesting modest practical influence.
BCI (–0.249 to –0.043)	Confidence interval	Entirely negative; confirms significant negative moderation.

The confidence interval did not include zero, confirming the robustness of the effect. Although the effect size was small, it provides meaningful evidence that culture conditions the effectiveness of succession planning efforts in hotels.

Interaction Plot

Figure 4.15 presents the interaction plot illustrating this relationship. The slope for low levels of organizational culture is steeper, showing a stronger positive relationship between succession planning practices and hotel survivability. Under high cultural strength, the slope flattens, indicating that a strong organizational culture dampens the effect of succession planning practices on survivability.
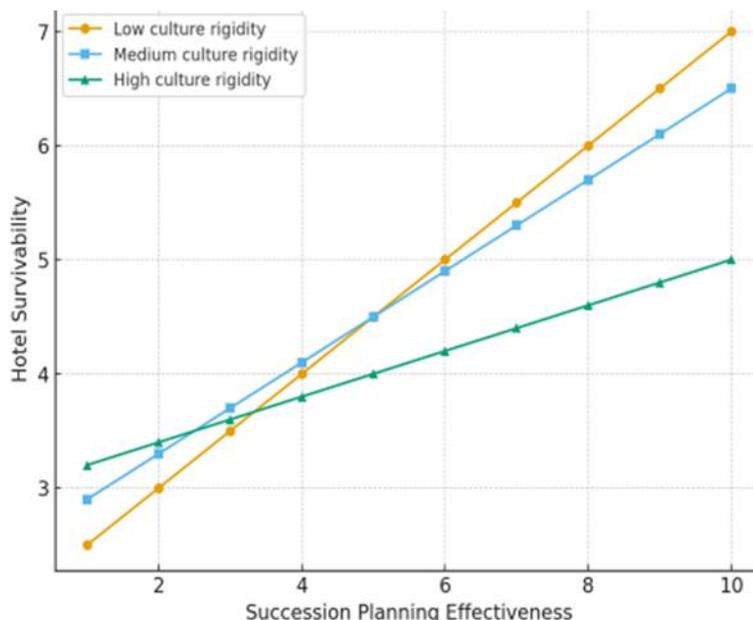
Figure 4.15: Interaction plot showing the moderating effect of organizational culture on the relationship between succession planning practices and hotel survivability.

Examination of the organizational culture items reveals that most respondents agreed that their hotels emphasize standard operating procedures, maintain clear chains of command, and prioritize tasks hierarchically. These indicators reflect a predominantly bureaucratic culture. Such cultural rigidity may explain the negative moderation observed between succession planning practices and hotel survivability. In environments where authority and control dominate, staff have limited space to apply new skills, engage openly with mentors, or benefit from transparent internal promotions. Consequently, the developmental benefits of succession planning are not fully realized in terms of adaptability, transformation, or financial performance

Table 4.32: Summary of Hypotheses Tested and the Standardized - Coefficient, Standard Errors and Significance Levels

H$_O$	Hypothesized Path	Est (β)	S.E.	C.R.	*P*	*P*	Results
H$_{01}$	Skills Development and Survivability	.182	.199	.918	.359	>0.05	Fail to reject
H$_{02}$	Mentorship and Survivability	-.027	.410	-.067	.947	>0.05	Fail to reject
H$_{03}$	Internal Promotion and Survivability	-.208	.395	-.526	.599	>0.05	Fail to reject
H$_{04}$	Organizational Culture and Survivability	1.250	.438	2.854	.004	<0.05	Rejected
H$_{05a}$	Skills Development and Organizational Culture	-.016	.175	-.089	.929	>0.05	Fail to reject
H$_{05b}$	Mentorship and Organizational Culture	.560	.294	1.908	.056	>0.05	Fail to reject
H$_{05c}$	Internal Promotion and Organizational Culture	.185	.344	.538	.591	>0.05	Fail to reject
H$_{06}$	Moderation of Organizational Culture on Succession Planning Practices and Survivability	-.144	.052	-2.74	.006	<0.05	Rejected

Source: *Data Analysis (2024)*

4.11 Qualitative data analysis

This sub-section outlines the processes used to analyze and present the qualitative data collected in the study. The analysis was primarily guided by thematic analysis and content analysis, both of which facilitated the systematic examination of participants' narratives and textual data. Thematic analysis was employed to identify, analyze, and report recurring patterns or themes across the data, allowing for a rich, detailed understanding of participants' views and experiences. Complementing this, content analysis was used to interpret the presence of key concepts, phrases, and categories, providing a structured means to draw comparisons and highlight trends within the data.

Together, these approaches enabled the researcher to extract meaningful insights while preserving the depth and complexity of the qualitative evidence. The findings are presented thematically, supported by verbatim quotes to illustrate key points and enhance the authenticity of the analysis.
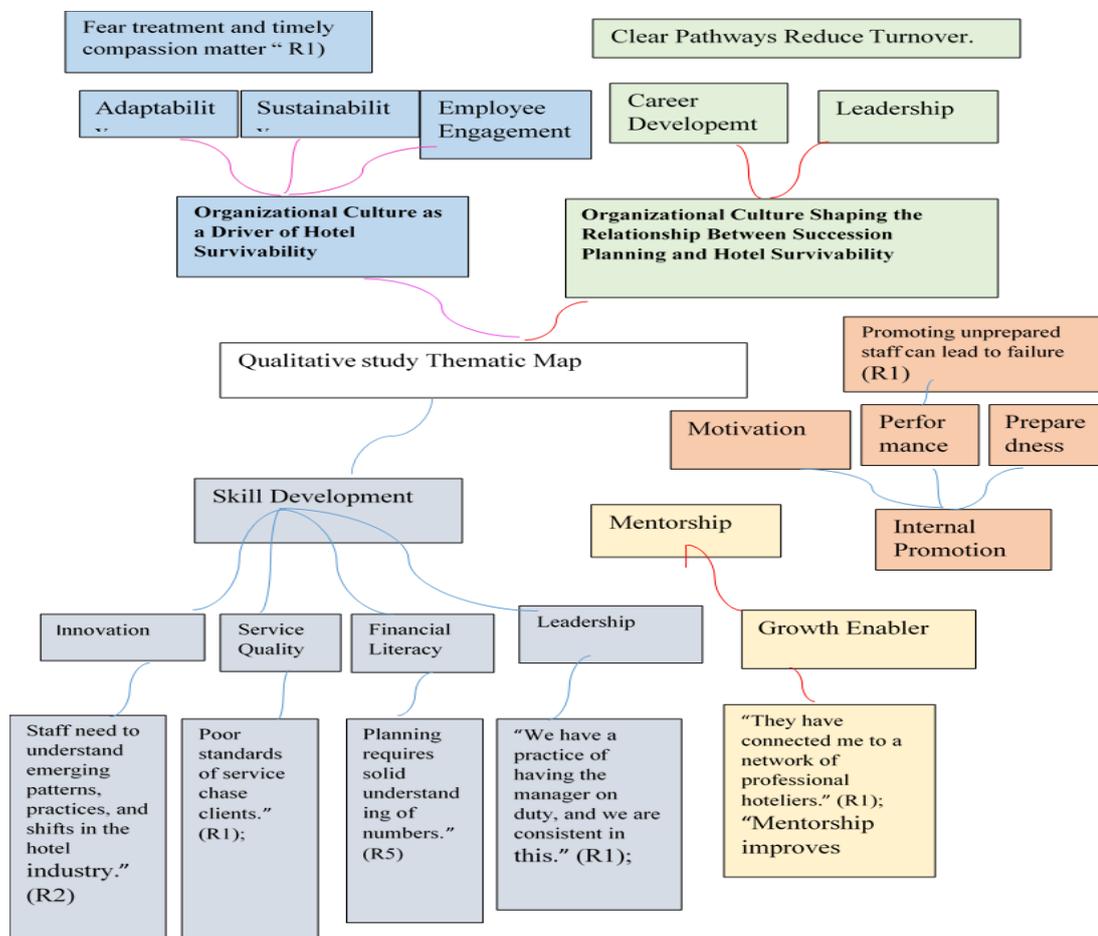
Figure 4.16 Illustrative themes from qualitative Data

The illustration above visualizes the main themes derived from the qualitative strand of the study, organized around the constructs of Skills Development, Internal Promotion, Mentorship, and Organizational Culture, each reflecting participants' perspectives on how these factors influence hotel survivability in Western Uganda.

Under Skills Development, participants emphasized the importance of continuous training in service quality, financial literacy, innovation, and leadership as key avenues for strengthening staff capacity and adaptability. Internal Promotion was described as

a driver of motivation and preparedness, with employees viewing performance-based advancement as both a reward and a retention mechanism that enhances commitment to the organization's long-term goals. Mentorship emerged as a crucial growth enabler, providing pathways for learning, professional guidance, and succession continuity through the sharing of operational and leadership experiences. Organizational Culture, on the other hand, was portrayed as the contextual fabric that shapes how these practices translate into survivability outcomes, with themes such as sustainability orientation, employee engagement, adaptability, and leadership development reflecting the underlying values that influence hotel transformation and resilience. Collectively, these themes illustrate how skill enhancement, mentorship, and promotion practices are embedded within a broader cultural environment that ultimately determines their effectiveness in fostering hotel adaptability, innovation, and sustained performance

Meanwhile, Table 4.33 below presents the qualitative themes, codes and sample illustrative quotes that emerged from interviews with the respondents. Each thematic category is broken down into specific themes, supported by sample codes and illustrative quotes that reflect the perceptions and lived experiences of the respondents. This thematic synthesis provides insights into how internal practices influence continuity, performance, and hotel survivability in Western Uganda.

Table 4.33: Thematic Table: Qualitative Themes and Illustrative Quotes

Thematic Category	Theme	Sample Codes	Illustrative Quotes
Skill Development	Service Quality	Training in customer service, consistency in service delivery, adaptability, guest experience enhancement	"Service delivery is most important in hotels." (R1); "Poor standards of service chase clients." (R1); "Hotels should prioritize good service as a form of cost-effective marketing." (R4)
	Financial Literacy	Budgeting, credit negotiation, risk management, supplier relationships, cash flow management	"Owners use loans for hotel growth; costs must be well managed." (R7); "Planning requires solid understanding of numbers." (R5)
	Innovation	Research, creative problem-solving, branding, ambiance creation, differentiation	"Interior design is crucial for differentiation and customer experience." (R5); "Staff need to understand emerging patterns, practices, and shifts in the hotel industry." (R2)
	Leadership	Job rotation, feedback mechanisms, cross-training, strategic planning, conflict resolution	"We have a practice of having the manager on duty, and we are consistent in this." (R1); "Managers need conflict resolution skills to prevent damage to reputation and revenue." (R6)
Mentorship	Growth Enabler	Professional networking, intrapreneurial competence, strategic adaptability, emotional support, risk guidance, supportive culture, passion for work	"They have connected me to a network of professional hoteliers." (R1); "Mentorship improves opportunity recognition." (R2, R8); "Mentorship enables individuals to explore and refine strategies."; "Recognizing their strengths shows you care about their progress."
Internal Promotion	Motivation	Opportunity for advancement, recognition and rewards	"Employees will work for the hotel if there is an opportunity for advancement." (R1); "People are happier when they see opportunities." (R4)
	Performance	Increased efficiency, negative effects of poor promotions	"Promoting unprepared staff can lead to failure." (R1)
	Preparedness	Trust, respect, training, talent cultivation	"Managers must be trustworthy and respectful." (R10); "Hotels should continually identify and develop talent." (R3)
Organizational Culture as a Driver of Hotel Survivability	Sustainability	Alignment with values, infrastructure investment, guest satisfaction	"Consistent improvements create fresh guest experiences." (R7); "Neglecting infrastructure harms trust." (R3)
	Adaptability	Cultural support for innovation, formality as a barrier	"Excessive control limits innovation." (R10); "Formality stifles deviation from standards." (R10); "Strong culture may limit diversity." (R10)

	Employee Engagement	Fairness, respect, recognition, communication	"Fair treatment and timely compensation matter." (R1); "Positive work environment enhances effectiveness." (R10)
Organizational Culture Shaping the Relationship Between Succession Planning and Hotel Survivability	Career Development	Continuous learning systems, clear career progression pathways, employee growth support mechanisms, advancement motivation, talent retention, inclusive leadership	"We prefer promoting internally." (R2); "No promotion leads to talent loss." (R3); "Clear pathways reduce turnover." (R3); "Inclusive leadership fosters innovation." (R1)
	Leadership qualities	Trustworthiness, respect, integrity, team management	"Managers need to be trustworthy, respectful, and capable of managing diverse teams." (R1) "An ideal leader in a hotel setting should exhibit empathy, adaptability, and strategic vision."(R4)

4.11.1 Themes of skill development to hotel survivability

Qualitative thematic analysis indicated financial literacy, innovation and leadership as critical for maintaining resilience and hotel survivability. The findings unveiled themes of workforce development contributing to survivability through enhancing employee capability and motivation. For example, while the quantitative analysis suggests a general link between skill development and survivability, the qualitative data indicates that certain types of skills particularly in service quality and workforce development are more directly tied to a hotel's ability to navigate operational challenges and internal organizational dynamics. The figure 4.17 below illustrates the key sub-themes of skill development identified in the study and their contribution to hotel survivability.

Figure 4.17: Pathways how skill development enhances hotel survivability.

In the figure 4.17 above, the areas of workforce development and service quality indirectly impact skill development by enhancing employee capability and motivation. These improved employee attributes serve as a crucial role in reinforcing a hotel's ability to thrive.

Service quality emerged as a critical theme in the responses, with participants emphasizing the development of interpersonal and hospitality-specific skills as essential for guest satisfaction and hotel survivability. Participants consistently recognized service delivery as central to hotel success, describing it as both a marketing tool and a determinant of customer retention. As one respondent noted, *"Service delivery is most important in hotels"* (R1), underscoring the centrality of guest experience in ensuring competitiveness. Another participant remarked that *"poor standards of service chase clients"* (R1), linking service lapses directly to loss of clientele, while a third added that hotels should *"prioritise good service as a form of cost-effective marketing"* (R4). Collectively, these perspectives highlight that responsiveness, empathy, and professionalism are not merely operational skills but strategic capabilities that enhance reputation, foster repeat patronage, and ultimately contribute to hotel survivability.

Financial literacy emerged as another vital theme, encompassing skills in budgeting, credit management, and financial planning. Participants emphasized the need for leaders to competently handle financial matters to ensure operational stability and informed decision-making. One respondent noted the importance of *"ensuring that both current and future leaders are knowledgeable in handling cash-related transactions"* (R3), while another observed that *"owners use loans for hotel growth; costs must be well managed"* (R7). Others highlighted the strategic aspect of financial capability, stressing that *"planning requires a solid understanding of numbers"* (R5) and the ability to *"build strong relationships with lending institutions for access to capital"* (R3). Collectively, these perspectives position financial literacy as a foundational managerial competence that supports sustainable hotel operations and growth.

Innovation: Developing employees' skills to foster innovation emerged as a critical theme for maintaining competitiveness amid evolving guest preferences and market dynamics. Participants emphasized that staff competencies in creativity and operational responsiveness are essential for delivering differentiated and personalized experiences. One respondent highlighted the role of aesthetics, noting that *"interior design is crucial for differentiation and customer experience"* (R5), while another stressed operational skills, stating the importance of *"ability to tap into traffic, negotiate pricing, and maintain ambiance"* (R8). A further participant linked innovation to industry awareness, observing that *"today's guest wants an expereience more than ever before…staff need to understand emerging patterns, practices, or shifts in the hospitality industry that influence how hotels operate and serve their guests…this is the only way to remain competitive"* (R2).These insights emphasize that equipping staff with the competencies needed to innovate (whether in service delivery, operational management, or guest experience), hotels can respond to changing market demands, enhance customer satisfaction, and strengthen long-term organizational resilience

Leadership also emerged as a crucial theme with participants emphasizing skill-building initiatives like visibility improvement, developing conflict resolution abilities, and fostering inclusive practices as central to effective hotel operations and overall survivability. Delegation was emphasized as an important competency, with one participant noting, *"Here we have a practice of having the manager the duty and we are consistent in this"* (R1), Highlighting the significance of assigning potential leaders clearly defined responsibilities and accountability to foster the development of leadership skills.. Managerial presence was also considered critical, as another participant observed, *"Managers should spend time overseeing operations"* (R8), reinforcing the value of active engagement in daily operations.

Conflict management skills were highlighted as essential for protecting both reputation and revenue, with respondents stating that *"managers need conflict resolution skills to prevent damage to reputation and revenue"* (R6) and emphasizing the need to *"train managers in conflict resolution"* (R9). Inclusive and participatory practices were also noted, with one participant advocating to *"involve staff in daily operations"* (R9) and another stressing that *"employees need to be provided with regular feedback to enhance skills"* (R10).These responses indicate that Leadership skill-building initiatives improve managerial competence, team engagement, operational performance, and hotel adaptive capacity, contributing to their survivability.

Workforce development emerged as a critical theme, emphasizing continuous training, skill enhancement, and cross-functional exposure as essential for strengthening hotel resilience and adaptability. Participants repeatedly underscored that consistent staff training is foundational to maintaining service quality and operational consistency. As one respondent plainly stated, *"People have to be trained"* (R2), reinforcing the need for regular skill renewal to meet evolving service demands. Others emphasized cultivating initiative and responsiveness among employees, with one noting, *"Train them to be proactive"* (R6), suggesting that proactive behavior is a critical competency hotels should intentionally nurture. Training was also linked to performance consistency, as reflected in the comment, *"Skill development aids consistency which is a key to thriving business"* (R3), illustrating how a well-trained workforce supports operational efficiency and sustainability.

Cross-training and task exposure were likewise identified as vital for broadening employee competence and promoting flexibility. Respondents emphasized assigning new responsibilities to expand operational understanding, as one remarked, *"Give workers challenging new tasks to enhance understanding of operations"* (R2), while

another added, *"Expose staff to multiple tasks to encourage flexibility and professional growth"* (R4). Conversely, participants cautioned against excessive routine, with one observing, *"Routine tasks limit growth"* (R1), and another noting, *"When you expose workers to different tasks, they become flexible and can step in where needed"* (R7). Collectively, these narratives portray workforce development as a dynamic process that extends beyond technical training to encompass adaptability, initiative, and engagement. These qualities   underpin organizational resilience and long-term sustainability

Workforce development and service quality indirectly foster skill development by improving employees' abilities, motivation, and operational efficiency. Conversely, financial literacy, innovation, and leadership exert a direct influence on skill development, providing employees with essential competencies for effective decision-making, problem-solving, and adaptability. Together, these enhanced employee attributes significantly strengthen the hotel's ability to meet market demands, uphold exceptional service standards, and ensure long-term sustainability.

4.11.2 Themes of mentorship to hotel survivability

The qualitative data revealed that mentorship was widely perceived by participants as a growth enabler that drives fosters professional growth, emotional support and Coping capacity in the hospitality industry. Respondents linked mentorship to improved networking opportunities, enhanced competence development, deeper business insight, and greater adaptability in mindset and approach, enabling them to remain competitive and relevant amid evolving hospitality landscapes.

Participants highlighted its role in developing professional networks, entrepreneurial competence, and adaptive capabilities. One participant noted, *"They have connected*

me to a network of professional hoteliers" (R1), illustrating how mentorship builds social capital that supports operational and strategic decision-making. The development of business acumen and opportunity recognition was also emphasized, with another respondent explaining, *"When experienced people guide and support staff, it helps the staff become better at taking advantage of business opportunities, something that translates into improving the business"* (R2), a view reinforced by R8 who added that *"mentorship had improved their negotiation skills and opportunity recognition"*.

Mentorship was further recognized as a mechanism for reflective practice, enabling employees to explore new approaches, assess their effectiveness, and refine operational strategies, as captured in the statement, *"Mentorship can enable individuals to continually explore new approaches, assess their effectiveness, and refine operational strategies accordingly"* (R7). The reflective practices serve as powerful catalyst for growth, enabling mentors and mentees to transform daily challenges into learning opportunities. By deliberately analyzing decisions, actions, and outcomes, emerging leaders gain self-awareness, sharpen problem-solving skills, and refine their leadership style. This continuous cycle of reflection and feedback not only equips hotel managers to make smarter, more adaptable decisions but also strengthens team performance, elevates service quality, and drives the hotel's long-term success in a dynamic, competitive industry.

Beyond professional guidance, mentorship was perceived as a source of emotional and psychological support, nurturing confidence, resilience, and a sense of belonging. One participant remarked, *"There are people who have always looked up to me for guidance and support"* (R1), emphasizing relational trust, while another observed, *"An experienced person can provide guidance on risk assessment"* (R2), highlighting

reassurance during high-stakes situations. Participants also linked mentorship to fostering a supportive culture, with R3 noting, *"Encourage a positive approach, call them aside and offer guidance"* and *"Recognizing their strengths shows that you genuinely care about their progress"*, illustrating how mentorship reinforces psychological safety and employee engagement.

Importantly, mentorship was associated with resilience, adaptability, and an innovation-oriented mindset, all crucial for hotel survivability. Participants described how mentorship cultivates perseverance, intrinsic motivation, and commitment to continuous improvement. One respondent emphasized that *"Mentorship that contributes to hotel survival must be directed toward individuals who genuinely love what they do"* (R4), adding that *"A thriving business requires perseverance, and those in the hospitality industry must understand that challenges are inevitable"*, highlighting the role of mentorship in preparing staff for adversity. Furthermore, mentorship was linked to adaptive and innovative behavior, with one participant noting, *"Guide them into appreciating that regularly updating and modifying the hotel environment is very important"* (R4), a point echoed by another who stated, *"It ensures that guests always find something new when they visit"* (R6). The findings suggest that mentorship enhances both the professional and emotional capacities of hotel staff, fostering the competencies, resilience, and adaptability essential for sustained hotel survivability.

4.11.3 Themes of internal promotion to hotel survivability

The qualitative data from interviews offered rich insights into how internal promotion within enhances hotel survivability in Western Uganda. Three key themes performance, preparedness, and motivation emerged as central to understanding this dynamic.

Figure 4.18 Pathways through which Internal Promotion promotes hotel survivability.

Performance: Internal promotion was widely acknowledged to boost performance, particularly because promoted employees are already familiar with the hotel's culture, systems, and expectations. As one respondent put it, *"employees who are promoted from within tend to have a better understanding of the organizational culture, processes, and expectations" (R5).* This familiarity enables smoother transitions into leadership roles and supports continuity, especially during challenging periods. Yet, the interviews also surfaced performance risks when promotions are poorly managed. As one respondent observed, *"Inadequate preparation could result in low morale, poor decision-making, and overall declines in organizational performance" (R4).* This signals the relevance of implementing well-structured internal promotion processes that combine opportunity, readiness, and support systems.

Participants also spoke to the efficiency linked to internal promotion. Internally advanced staff were perceived to perform better due to tacit knowledge and alignment with existing team dynamics. One participant shared that *"those promoted from within benefit from understanding the strengths and weaknesses of the teams in the hotel" (R2),* while another added that *"internally motivated staff bring fresh ideas and a strong*

desire to be considered for promotions" (R5), suggesting a link between internal promotions and enhanced efficiency in task execution.

From a financial standpoint, the approach was viewed as cost-effective: *"It reduces expenses associated with hiring candidates from outside the hotel, orientation, and initial training",* (R2 and R7).This is particularly valuable in hotels that are resource-constrained.

Preparedness: Participants reported that internal promotion helps create a workforce ready to tackle future challenges, as it often involves exposure to diverse responsibilities before the promotion itself. One noted that *"employees who are groomed and promoted internally often gain exposure that equips them with the necessary capabilities to handle future challenges, which in turn strengthens the hotel's ability to thrive" (R3).* However, this benefit was contingent on effective grooming; unprepared promotions were seen as risky. A respondent cautioned that *"if you genuinely do not consider their present employees promotable yet you go ahead and promote them, they can easily fail and fail you too" (R1).* This reflects the need for deliberate talent identification and cultivation, rather than rushed decisions.

Motivation: Participants consistently emphasized motivation as a core benefit of internal promotion. The possibility of career advancement inspired loyalty, job satisfaction, and stronger engagement. As one participant expressed, *"promoting staff from within the hotel boosts employee morale and job satisfaction. This increased motivation often translates into greater commitment and loyalty, which are vital for maintaining service delivery in the hospitality sector, fostering survivability".* Several echoed this sentiment: *"Employees will work for the hotel if they perceive an opportunity for advancement" (R1),* and *"people tend to be happier and more*

committed when they see opportunities for advancement" (R4). Internal promotion was also seen to enhance retention of high-performing employees, with one referring to them as *"A-players" (R8),* viewed as crucial to the hotel's long-term continuity and leadership pipeline.

However, internal promotion was perceived by some respondents as not universally desirable. A divergent view emerged where some respondents regarded upward mobility as burdensome. One respondent remarked, *"For some, upward mobility is not a motivating factor but rather a source of pressure" (R9).* This sheds light on the diversity in employee expectations and career goals. It further suggests that internal promotion strategies must account for individual preferences and readiness, not just needs of the hotels.

The findings suggest that internal promotion can contribute to hotel survivability by enhancing employee performance, readiness, and motivation. However, its effectiveness depends on transparent promotion practices, fair assessment of employee capabilities, and consideration of individual career aspirations, highlighting the importance of aligning organizational advancement opportunities with both employee growth and business sustainability

4.11.4 Themes on organizational culture and Hotel Survivability

The qualitative analysis revealed several key themes that highlight how organizational culture contributes to hotel survivability. The themes employee engagement, adaptability, and sustainability provide a nuanced understanding of the role of culture in a hotel's success.

Sustainability emerged as a central theme in participants' responses, particularly in connection to long-term hotel survivability. The theme denotes commitment of a hotel

to maintain its long-term relevance, competitiveness, and operational excellence through continuous improvement, infrastructure upkeep, and adaptive organizational practices that support guest satisfaction and brand loyalty.

Respondents emphasized the need for ongoing operational improvements that are consistent with a hotel's core values. One participant stated that, *"Making consistent improvements to the hotel creates a fresh experience for guests,"* (R7) underscoring the value of continuous innovation and responsiveness to guest needs.

Participants highlighted the significance of aligning infrastructure and physical upkeep with the hotel's brand promise and service philosophy. It was pointed out that "*neglecting infrastructure may harm guest trust and satisfaction," (R3)* suggesting that service delivery is not only experiential but also visually and functionally assessed through the physical environment. Respondents also indicated that effective maintenance and service delivery reflect a culture of long-term investment, which helps in maintaining customer loyalty and positive reputation

Additionally, culture was discussed as both a strength and potential barrier. While strong corporate cultures were praised for fostering unity and commitment, a participant cautioned that they may also result in exclusivity and inhibit innovation: *"A strong corporate culture can be beneficial but may also lead to exclusivity, limiting diversity and innovation." (R10).* This contrast reflects concerns about rigidity and resistance to change in well-established cultural settings.

Adaptability: The thematic analysis of participant responses unveiled that adaptive cultures that support continuous improvement, encourage responsiveness to guest needs, and foster resilience in the face of industry challenges   can foster hotel

survivability. For instance, one respondent highlighted how rigidity in managerial control can hinder innovative contributions:

"*Some of our bosses want to closely control how everything is done, so you as a person delegated with responsibility, you cannot offer any new way of doing certain things which are directly in the area you are responsible for*" (R10).

Others echoed this sentiment, citing the hospitality industry's excessive formality as a barrier to innovation: One participant reflected on the downside of overly formal structures, stating, *"You know, we in hotels are overly formal… we must comply with specific standards and rules… you find that this may discourage any would-be good innovations because deviation from standard procedures is not tolerated" (R10).* This quote highlights the cultural rigidity that may exist within hotels, where strict compliance with procedures, though essential for service consistency, may undermine innovative thinking. For hotels to survive and remain competitive, especially in dynamic environments, organizational cultures must evolve to strike a balance between maintaining standards and encouraging adaptive, creative problem-solving.

Participants further explained that while a strong culture offers cohesion and consistency, it can unintentionally become exclusive and limit diversity in thought and action. One participant warned:

"*A strong corporate culture can be beneficial but may also lead to exclusivity, limiting diversity and innovation"* (R10).These examples illustrate the double-edged nature of organizational culture: its strength in driving alignment and unity can simultaneously suppress initiative and adaptive creativity among employees.

The qualitative analysis further unveiled *employee engagement* as a critical determinant of hotel survivability. Employee engagement is the emotional and psychological

investment that employees make in their work, shaped by how fairly, respectfully, and transparently they are treated by hotel management. It directly influences their motivation, performance, and willingness to contribute to the hotel's long-term success and survivability.

Participants described engagement as an outcome of respectful treatment, fair compensation, and inclusive communication practices. As one respondent shared, *"Employees prefer working in hotels that offer fair treatment and timely compensation"* (R1), underscoring the role of ethical management in shaping employee commitment. Engagement was also linked to operational success, as confirmed by another participant: *"A positive work environment enhances operational effectiveness"* (R10). These insights reinforce the view that when employees feel valued and heard, they become more invested in the goals of the hotel, boosting productivity, retention, and long-term viability.

4.11.5 Themes on how organizational culture shapes succession planning practices and Hotel Survivability

The qualitative analysis revealed two key themes that describe how organizational culture shapes succession planning practices and hotel survivability. The themes leadership qualities and career development provide insights into the role organizational culture. Career Development ensures a sustainable talent pool for leadership roles, reinforcing employee commitment and stability, which are essential for hotel survivability. On the other hand, leadership qualities create a supportive organizational culture where succession planning can thrive, ensuring that leadership transitions align with the hotel's strategic goals and enhancing its long-term viability. Both themes highlighted how organizational culture shapes succession planning and,

ultimately, the survivability of hotels by fostering employee loyalty and effective leadership transition.

Career Development

Career development emerged as a central lens through which respondents understood how organizational culture moderates the influence of succession planning practices on hotel survivability. Participants emphasized that when the prevailing culture actively supports internal growth and advancement, it strengthens talent retention, enhances motivation, and ensures a consistent leadership pipeline. In such environments, career development practices are more likely to translate into long-term organizational stability and resilience, as employees perceive the organization as valuing their contribution and future potential.

A strong preference for internal promotion was expressed, reflecting how deeply embedded cultural norms guide leadership continuity. As one respondent put it, *"We prefer having heads of departments advancing from within, from internally because they understand how things operate"* (R2), highlighting the cultural emphasis on institutional familiarity and shared operational understanding. When hotels cultivate a culture that values internal progression, the link between career development and survivability is reinforced, as employees who identify with such a culture are more likely to remain committed and better prepared for leadership transitions, thereby strengthening organizational adaptability. Conversely, participants cautioned that an unsupportive or rigid culture can weaken this connection. One manager warned that *"A manager who never considers advancement for employees risks losing talented and motivated staff to competitors"* (R3), indicating that when promotion and growth are not culturally reinforced, hotels risk losing capable staff who could have provided

continuity in critical roles. This observation reflects the moderating role of organizational culture: even where formal career development practices exist, their effectiveness depends on a supportive culture that motivates and rewards professional progression. Advancement opportunities were also strongly linked to employee morale and retention, both seen as essential to sustaining hotel operations. For instance, *"Opportunity for advancement boosts employee morale and helps retain high-value talent"* (R5), and as another participant added, *"Employees are more likely to stay long-term when they perceive a clear pathway"* (R3). These perspectives illustrate that culturally reinforced career pathways enhance motivation, build loyalty, and reduce turnover, enabling hotels to retain institutional knowledge and leadership stability— key factors for survivability amid competitive and economic pressures.

Leadership Qualities:

Respondents identified several leadership quality cultural aspects that they perceive as essential for shaping organizational culture and influencing the relationship between succession planning and organizational survivability. These qualities highlight how leadership impacts the development of future leaders and the sustainability of the hotel in the long term.

One respondent emphasized that *"Managers need to be trustworthy, respectful, and capable of managing diverse teams" (R1).* This statement highlights the critical role that ethical leadership and mutual respect play in fostering a positive organizational culture. Leaders who act with integrity and respect are more likely to inspire trust within their teams, which is fundamental to succession planning. When employees trust leadership, they are more inclined to stay with the hotel, leading to better retention and the development of internal talent. The kind of leadership ensures that the hotel can

sustain itself over time, even during leadership transitions, by nurturing a culture of loyalty and respect.

Another respondent noted that "*An ideal leader in a hotel setting should exhibit empathy, adaptability, and strategic vision" (R4).* The leadership qualities are critical in navigating the challenges and opportunities that arise in dynamic environments such as the hotel industry. Empathy helps leaders understand and support their teams, fostering a work culture that values emotional well-being. Adaptability ensures that leaders can guide their organizations through change, which is essential for survivability. A leader with a strategic vision provides clear direction, helping to align the organization's goals with the rapidly changing market conditions. These traits are essential for succession planning as they allow leaders to identify, nurture, and prepare future leaders who can thrive in evolving environments.

Furthermore, a respondent shared that, *"When leaders ensure that employees feel safe to express their ideas and be creative, it fosters innovation, allowing brainstorming and problem-solving to flourish" (R7).* This statement highlights the importance of psychological safety—a key leadership quality that encourages employees to take risks, innovate, and contribute without fear of judgment. When a leader creates an environment where creativity is welcomed, it enhances the organization's capacity to adapt and solve problems, which is vital for both succession planning and survivability. Leaders who cultivate innovation through open communication and the free exchange of ideas ensure that the organization can remain competitive and resilient, even in the face of challenges

4.11.6 Mixed Methods Integration:

Integration

This study's integration of quantitative and qualitative data showed multiple examples of divergence, especially across the constructs of skill development, mentorship internal promotion. The quantitative findings did not demonstrate statistically significant effects with hotel survivability, despite the qualitative data, highlighting the beneficial effects of these succession planning practices on leadership continuity and hotel survivability

Table 4.34(a) Integration of Quantitative and Qualitative Evidence on SPPs, Organizational culture and Hotel Survivability

Path Coefficient (β, p-value)	Category	Themes	Integration Status	Interpretation in Context
β = 0.182, p = 0.359 (positive but not significant)	Skill Development	Training in service quality, financial literacy, innovation, and leadership improves guest satisfaction, team cohesion, and financial control	Divergent + Complementarity	Although the quantitative results indicate a non-significant effect, qualitative narratives reveal that skill development enhances staff competence, motivation, and service quality. These indirectly supporting survivability. The divergence reflects limitations of short-term measurement, while complementarity shows that qualitative insights capture broader developmental benefits not fully quantified in the model.
β = -0.027, p = 0.947 (non-significant)	Mentorship	Builds confidence, transfers tacit knowledge, nurtures succession readiness	Divergent + Expansion	Despite non-significant quantitative results, qualitative evidence expands understanding by revealing mentorship's long-term impact on professional confidence, emotional support, and career growth effects not captured in short-term metrics.
β = -0.208, p = 0.599 (non-significant)	Internal Promotion	Strengthens loyalty, retention, and cultural stability	Complementarity	Survey results understate its importance, while qualitative insights complement by revealing internal promotion's motivational and cultural effects on staff morale and organizational continuity.

Table 4.34(b) Integration of Quantitative and Qualitative Evidence on SPPs, Organizational culture and Hotel Survivability Continued

β = 0.331, p = 0.006 (significant)	Employee Engagement	Improves staff satisfaction, retention, service quality, and guest loyalty	Convergent	Both quantitative and qualitative strands confirm that employee engagement enhances operational stability and service excellence, leading to higher survivability.
–	Adaptability	Enables strategic flexibility and resilience	Convergent + Validation	Strong factor loadings (HAS = 0.804; Adaptability = 0.834) and participant narratives confirm adaptability as a validated cultural mechanism that supports innovation and responsiveness, strengthening methodological credibility.
–	Sustainability	Promotes responsible business practices	Expansion	Qualitative data expand the understanding of culture by showing that sustainability integrates social and environmental responsibility into daily operations, extending beyond what was captured in survey metrics.
β = -0.144, p = 0.006 (moderation effect)	Organizational Culture (Moderation)	Weakens the positive effect of succession planning on survivability	Divergent + Complementarity	Quantitative results show a negative moderating effect, while interviews reveal that entrenched cultural traditions constrain new leadership initiatives. The combined evidence suggests that culture can both enable and limit succession efforts.
	Leadership qualities	Trust, empathy, adaptability, vision	Convergent + Expansion	Convergence is seen in shared recognition that leadership aligned with cultural values fosters continuity. Expansion arises as narratives show that emotional intelligence and adaptability underpin successful succession and resilience.
	Career Development	Continuous learning systems, clear career progression, talent retention, internal promotion motivation	Complementarity + Expansion	Qualitative findings elaborate how supportive cultures reinforce skill growth and motivation beyond measurable HR systems, complementing the quantitative results with contextual richness.

The findings of this study illuminate the complex ways in which succession planning practices and organizational culture shape hotel survivability in Western Uganda, demonstrating that an integrated approach provides insights beyond what either quantitative or qualitative evidence alone can offer.

Skills development, for instance, showed a positive but statistically insignificant effect on survivability in the survey ($\beta = 0.182$, $p = 0.359$), suggesting that conventional measures such as staff meetings, delegation, and off-premise training capture only part of its influence. Qualitative narratives, however, emphasized that skills development strengthens service quality, financial literacy, innovation, and leadership capacity, which are critical to hotel survivability. The expansion highlights indirect pathways: improved competence enhances operational efficiency, customer satisfaction, and strategic decision-making. Complementarity is evident as skills development indirectly supports survivability, and partial convergence exists in recognizing that training practices are present, even if their impact is measured differently. The divergence is indicative of the multidimensional nature of skill development, which the survey data did not fully estimate.

Mentorship followed a similar pattern. Quantitative analysis indicated no significant direct effect ($\beta = -0.027$, $p = 0.947$), yet qualitative findings revealed mentorship as central to professional confidence, tacit knowledge transfer, and succession readiness. Convergence is found in acknowledging that mentorship exists and supports staff development, while divergence arises because its strategic value is less measurable in the short-term quantitative data. Expansion illustrates how mentorship also provides emotional support, motivation, and career guidance. These insights highlight the

progressive nature of mentorship, whose benefits often unfold over longer periods than surveys capture.

Internal promotion also exhibited a non-significant direct effect (β = -0.208, p = 0.599), but interviews highlighted its motivational, cultural, and operational contributions. Convergence occurs in recognizing that internal promotion contributes to organizational stability, while divergence emerges because formal surveys capture structural effects but not the morale and cultural benefits reported qualitatively. Expansion reveals that internal promotion enhances loyalty, retention, and succession preparedness, and complementarity illustrates that internally groomed leaders are more capable of implementing skills and mentorship practices effectively, creating a mutually reinforcing cycle that supports long-term survivability.

Organizational culture, by contrast, emerged as a robust predictor of survivability (β = 1.250, p = 0.004). Qualitative insights identified adaptability, employee engagement, sustainability, fairness, and leadership values as mechanisms through which culture enhances hotel survivability. Convergence confirms the central role of culture, divergence highlights the additional richness captured by interviews, expansion demonstrates how daily practices and leadership values influence outcomes, and complementarity shows how culture amplifies the effects of succession practices. Adaptability emerged as a key cultural practice that supports organizational innovation and responsiveness, while also being constrained by rigid traditions.

Qualitative insights highlighted this dual role, with one participant noting, "We innovate when the system allows us to try new things, but strict routines sometimes hold us back" (R4). Quantitatively, adaptability demonstrated strong factor loadings (HAS = 0.804; Adaptability = 0.834) and was closely linked to Organizational Culture,

which in turn strongly predicted Survivability ($\beta = 0.782$). The convergence of qualitative narratives and quantitative measures validates the mixed-methods design, confirming adaptability as a central mechanism through which culture enhances an organization's ability to endure and thrive. By showing consistent evidence across methods, adaptability not only illustrates an important organizational phenomenon but also serves as empirical validation of the study's methodological rigor, reinforcing the credibility and trustworthiness of the findings.

The moderation analysis revealed a negative interaction between organizational culture and succession planning on survivability ($\beta = -0.144$, $p = 0.006$), indicating that while culture generally supports survivability, entrenched norms or misaligned practices can constrain succession initiatives, particularly when new strategies challenge existing expectations. This illustrates both contextual and temporal dynamics, where culture can simultaneously enable and limit the effectiveness of human resource practices. Overall, the integrated findings indicate that hotel survivability is shaped not by isolated practices but by their strategic alignment within a supportive and adaptive cultural framework. Quantitative results may understate the direct effects of skills development, mentorship, and internal promotion, yet qualitative evidence validates, expands, and contextualizes their significance, revealing indirect pathways and interaction effects that sustain survivability over time. Complementarity is seen in the interplay among succession practices mentorship, skills development, and internal promotion: mentored employees are better positioned to apply acquired skills and assume promoted roles effectively, and all three operating within a strong cultural framework.

4.12 Conclusion

The mixed-methods integration matrix demonstrates that hotel survivability is not solely determined by isolated succession planning practices but by their strategic alignment within a supportive organizational culture. Quantitative results provide structural evidence of direct and moderating effects, while qualitative narratives reveal deeper insights on other pathways through which skills development, mentorship, internal promotion, and career advancement influence operational efficiency, employee motivation, and leadership continuity. The integration highlights areas of convergence, where both data strands corroborate the importance of practices such as employee engagement and cultural adaptability; divergence, where quantitative insignificance contrasts with rich qualitative insights, particularly in mentorship and skill development; complementarity, where qualitative findings enhance understanding of morale, loyalty, and tacit knowledge transfer; and expansion, which reveals indirect and longer-term effects on survivability not captured in surveys. Thus, the matrix highlights that organizational culture acts as both an enabler and a constraint, moderating the impact of succession planning practices and shaping the pathways through which these practices translate into sustained hotel survivability. By integrating evidence from both strands, the matrix provides a comprehensive, contextually grounded understanding of the mechanisms linking succession planning and survivability, offering actionable insights for management and future research.

Succession Planning Framework for Western Ugandan Hotels

Figure 4.19: Proposed Succession Planning Framework for Western Ugandan Hotels

The proposed framework shows how succession planning practices (skills development, mentorship, and internal promotion) feed into organizational culture which is conceptualized through four key themes: Sustainability, Adaptability, Employee Engagement, and Career Development Systems. Within the framework, culture shapes leadership outcomes, such as preparedness, trust, adaptability, and strategic vision, which in turn influence Hotel survivability. The model emphasizes the crucial role of organizational culture, indicating that succession planning practices enhance hotel survivability only when they are supported by an enabling cultural environment.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND

RECOMMENDATIONS

5.0 Introduction

This chapter provides a summary of the key findings from the study, interprets them in the context of existing literature, and presents the main conclusions. It discusses how the results relate to succession planning, organizational culture, and hotel survivability. The chapter also offers practical recommendations for hotel managers and stakeholders, followed by implications for both theory and practice. Lastly, it suggests areas for future research.

5.1 Summary of findings

The results for Hypothesis H01 indicate that skills development has a weak and statistically non-significant effect on survivability ($\beta = 0.182$, $p = 0.359$). Although the relationship is positive, the high p-value suggests that this effect is not statistically different from zero at conventional significance levels ($p < 0.05$). This implies that, within the context of this study, investments in skills development alone may not substantially enhance the survivability of hotels. The qualitative findings further reinforced this result by highlighting that areas such as financial literacy, innovation, leadership, service quality, and workforce development contribute to hotel adaptability and resilience.

The regression analysis conducted in the study revealed that mentorship has a beta coefficient of -0.027 in relation to hotel survivability. This beta value indicates a very slight negative relationship between mentorship and survivability suggesting that, in this sample, an increase in mentorship practices is associated with a very small decrease in survivability. However, this relationship is statistically negligible. More importantly,

the p-value for this relationship is 0.947, which is far above the conventional significance threshold of 0.05. A p-value this high indicates that there is no statistically significant relationship between mentorship and hotel survivability. In statistical terms, this means there is a 94.7% probability that the observed relationship could have occurred by random chance alone. Because the p-value exceeds the threshold for significance, we fail to reject the null hypothesis which states that there is no effect of mentorship on survivability. Therefore, the study concludes that mentorship does not have a statistically significant or meaningful impact on the long-term survivability of hotels in the context of this analysis. However, qualitative data suggested that mentorship contributes to personal growth, emotional support, and resilience in hotel leaders, although these benefits were not strong enough to reflect a direct significant effect quantitatively.

The results of the regression analysis show that internal promotion has a beta coefficient of -0.208 in relation to hotel survivability. This negative beta indicates a slight inverse relationship, suggesting that increased emphasis on internal promotion is associated with a small decrease in hotel survivability within the sample. However, the strength and direction of this relationship must be interpreted in light of its statistical significance. The p-value associated with this beta is 0.599, which is well above the commonly accepted threshold of 0.05 for statistical significance. A high p-value like this means there is a strong likelihood that the observed relationship is due to random variation and not a real underlying effect. Because the p-value is not statistically significant, we fail to reject the null hypothesis, which posits that internal promotion has no effect on hotel survivability. In other words, based on the data, internal promotion does not have a statistically significant impact on whether a hotel is likely to survive or remain sustainable over time. This finding suggests that while internal

promotion may serve other important organizational purposes such as boosting morale, fostering loyalty, or reducing recruitment costs, it does not, by itself, directly influence the long-term survivability of hotels in a measurable or consistent way in this study. Nevertheless, qualitative insights pointed out that internal employee promotion can enhance motivation, preparedness and operational efficiency, all of which support hotel survivability when aligned with overall business goals.

The regression results demonstrate that organizational culture has a strong and statistically significant positive effect on hotel survivability. The beta value of 1.250 indicates a strong positive relationship, meaning that as organizational culture improves, so does the likelihood of long-term hotel survivability. The associated p-value of 0.004 confirms that this effect is statistically significant, providing strong evidence that the relationship is not due to random chance. As a result, the null hypothesis that organizational culture has no effect on survivability is rejected. This means organizational culture plays a meaningful and influential role in supporting hotel resilience and survivability. A positive culture appears to contribute significantly to the capacity of hotels to endure and thrive in a competitive and dynamic environment. The qualitative analysis, on the other hand, revealed several key themes: employee engagement, adaptability, and sustainability, which provide deeper insights into the role of organizational culture in a hotel's success.

Succession planning Practices (skills development, internal promotion, and mentorship) do not have a statistically significant impact on organizational culture. Skills development has a beta coefficient of -0.016 with a p-value of 0.929. This beta indicates a very weak and slightly negative relationship, and the extremely high p-value suggests that the result is almost certainly due to random chance. Therefore, we fail to reject the null hypothesis, meaning skills development does not significantly influence

organizational culture. Internal promotion shows a positive beta of 0.185, but with a p-value of 0.591. While the direction of the effect is positive, the p-value is far above the 0.05 threshold, indicating that the relationship is not statistically significant. Again, we fail to reject the null hypothesis for internal promotion's effect on organizational culture. Mentorship has a beta of 0.560 and a p-value of 0.056. This suggests a moderate positive relationship, and although the p-value is just above the typical cutoff for significance, it is close enough to indicate that mentorship might meaningfully influence organizational culture. While we still fail to reject the null hypothesis at the 0.05 level, the result is suggestive rather than conclusive and points to mentorship as a variable worth further investigation in future studies. None of the succession planning components show statistically significant effects on organizational culture, though mentorship appears to have the most potential for influencing culture in a positive direction.

The interaction between organizational culture and succession planning practices has a statistically significant but small negative indirect effect on hotel survivability. This is shown by a beta coefficient of -0.144, which indicates a slight negative relationship. In other words, as organizational culture interacts with succession planning, it tends to reduce the positive impact these practices might otherwise have on hotel survivability. The t-value of 2.757 and the p-value of 0.006 confirm that this effect is statistically significant, meaning it is unlikely to be due to chance. Since the p-value is well below the common significance threshold of 0.05, we can confidently conclude that the moderating role of organizational culture in this context is real and measurable. However, the effect size (beta = -0.144) is relatively small, suggesting that while the influence exists, it is not strong. The negative direction of the beta indicates that organizational culture slightly weakens the effectiveness of succession planning

strategies in enhancing hotel survivability. This may imply that, under certain cultural conditions, the benefits of succession planning are not fully realized possibly due to misalignment between cultural values and implementation practices.

5.2 Discussion

5.2.1 Skills Development and Hotel Survivability

Quantitative results indicate that skills development has no significant effect on hotel survivability. Specifically, the analysis shows a beta value of 0.182 with a p-value of 0.359, suggesting that skills development alone does not directly enhance a hotel's capacity to withstand disruptions. While hotels may implement practices such as structured training programs, staff development meetings, and delegation of responsibilities to junior employees to build capabilities and prepare future leaders, these efforts appear insufficient in this context. Although staff acquire knowledge and technical skills, these do not automatically translate into the organization's ability to reconfigure resources, innovate processes, or respond strategically to environmental changes. Consequently, the potential of skills development to strengthen hotel survivability remains unrealized, limiting the organization's capacity to adapt to market fluctuations and evolving customer needs.

From a dynamic capabilities perspective, the findings suggest that skills development alone is insufficient to enhance hotel survivability. While employees may acquire knowledge and competencies, these do not automatically translate into the organization's ability to sense opportunities, seize them, or reconfigure resources in response to environmental changes.

This underscores a critical extension to dynamic capabilities theory, highlighting that in the Western Ugandan hotels specific contexts, skills development initiatives

encompassing service quality training, financial literacy, innovation, and leadership development must be coupled with organizational mechanisms that translate these competencies into adaptive and strategic actions.

Skills development initiatives that are generic, poorly aligned with operational goals, or slow to show results may build internal skills but fail to create real resilience or adaptability. This aligns with Groves' (2007) Integrated Succession Planning and Leadership Development Model, which stresses identifying, grooming, and deploying talent to maintain organizational continuity

The qualitative themes of service quality, financial literacy, leadership and innovation training findings provide deeper insights into how skills development contributes indirectly to survivability. Effective service skills foster guest satisfaction, loyalty, and positive reputation, which are actually core elements of operational sustainability.

Respondents stressed that financial skills underpin effective decision-making and operational sustainability. Skills in budgeting, cost management, and lender relations were described as critical for maintaining cash flow and supporting strategic investments. Financial literacy, therefore, is both an operational and leadership competency that enhances hotels' ability to navigate uncertain economic environments, demonstrating how targeted skills development contributes directly to survivability (Groves, 2007).

Service quality also emerged as a critical link between skills development and market sustainability. As noted by participants, training in soft skills like empathy, responsiveness, and professional conduct significantly enhanced guest experiences and boosted customer loyalty. High service standards reduce reliance on marketing spend and enhance word-of-mouth promotion, which are essential for long-term

competitiveness. This reflects the indirect yet strategic role of skills development in supporting hotel survival through customer satisfaction. Qualitative findings suggest that leadership practices shape how skills development influences hotel survivability. Operational engagement and delegation were frequently highlighted: managers who actively involved staff in daily operations cultivated decision-making abilities, accountability, and internal leadership pipelines. Respondents noted that mentoring junior staff through delegation prepared potential leaders and strengthened succession planning, contributing to long-term continuity (Bozer & Santora, 2015).

Innovation is also critical. Creativity-focused training enhances hotel competitiveness by improving guest experiences, design aesthetics, and pricing strategies. These findings demonstrate how skills development fosters dynamic capabilities, enabling hotels to reconfigure resources in response to changing market conditions (Teece, 2014). Innovation training, therefore, is not just a growth strategy but a core component of organizational survivability.

Workforce development supports operational agility. Cross-training and role diversification allow staff to handle unexpected demands or temporary shortages. Exposure to varied responsibilities also increases engagement, job satisfaction, and retention, reducing turnover costs and reinforcing leadership continuity. Teece, Peteraf, and Leih (2016) highlight the practical mechanisms through which skills development strengthens organizational resilience.

Across the findings, skills development contributes to hotel survivability when integrated with leadership, innovation, workforce flexibility, financial literacy, and service quality. Training alone is insufficient; its impact depends on application in operational practices, adaptation to dynamic environments, and reinforcement by

supportive leadership. The effectiveness of skills development relies on teams' ability to apply their skills to maintain operational efficiency and deliver positive guest experiences. This demonstrates that survivability results from the interaction of people, processes, and strategy.

Overall, the findings indicate that skills development supports survivability indirectly by enhancing operational efficiency, workforce flexibility, and leadership readiness. It does not independently determine organizational survival. These results align with prior literature emphasizing the value of training for competence and adaptability (Boon et al., 2017; Garavan, Watson, Carbery, & O'Brien, 2016), while extending understanding by highlighting the need to integrate training with strategic, financial, and leadership mechanisms. In the hospitality context, the effectiveness of skills development as a survivability tool depends on alignment with organizational strategy, reinforcement by leadership, and a culture of continuous learning.

5.2.2 Mentorship and Hotel Survivability

The quantitative findings reveal that mentorship exerts no statistically significant influence on hotel survivability, as evidenced by its minimal negative beta coefficient ($\beta = -0.027$) and an exceedingly high p-value ($p = 0.947$). This outcome implies that existing mentorship practices within hotels do not substantially enhance organizational continuity or resilience. Although mentorship programs are theoretically designed to nurture professional growth, strengthen operational competencies, and facilitate knowledge transfer across managerial levels, their empirical impact appears negligible. In many hotel contexts, mentoring relationships are often informal, unstructured, and episodic, thereby limiting meaningful engagement and the systematic development of leadership potential. Such weak implementation constrains the transformative value of mentorship, diminishing its capacity to promote key survivability attributes including

organizational adaptability, learning orientation, and responsiveness to environmental shifts.

The non-significant effect of mentorship on hotel survivability offers a contextual extension to the Integrated Succession Planning and Leadership Development Model (ISPLDM). While the ISPLDM emphasizes mentorship as a key mechanism for fostering leadership continuity and organizational resilience, the present finding suggests that this relationship may be contingent upon contextual factors rather than universally applicable. Within the Ugandan hotel sector, mentorship practices often occur informally, without structured frameworks for coaching, feedback, or performance monitoring. Such contextual limitations may obscure the theoretically expected influence of mentorship on survivability. Therefore, The finding result underscoring the need to integrate context-sensitive variables such as institutional support, cultural learning norms, and resource availability that shape how mentorship translates into sustainable leadership outcomes.

The qualitative findings show that mentorship contributes to hotel survivability when supported by factors such as professional networking, Proactiveness, strategic adaptability, and emotional support. In the Ugandan hospitality sector, mentorship is not just a tool for transferring knowledge but also a way to build identity, confidence, and resilience. This aligns with Krishna et al. (2025), who observed that mentorship plays a key role in shaping professional identity and helping individuals overcome barriers to career growth, especially where inclusion and structured development are limited. Similarly, Liu et al. (2024) emphasize that effective mentorship improves career satisfaction, engagement, and retention when organizations encourage reciprocal learning and personal growth. Mentors who promote entrepreneurial skills, risk awareness, and emotional support help emerging leaders adapt strategically and sustain

performance in uncertain environments. However, when passion and supportive cultures are weak, mentorship remains informal, and its potential impact is reduced. These findings suggest that structured mentorship frameworks are needed to fully achieve leadership development outcomes.

5.2.3 Internal Promotion and Hotel Survivability

The study found that internal promotion does not have a significant effect on hotel survivability. The estimated relationship is negative ($\beta = -0.208$), and the high p-value ($p = 0.599$) shows that this effect is not meaningful. While internal promotion systems aim to improve career progression, leadership continuity, and employee motivation, their actual impact in the studied hotels appears limited. Effective promotion processes balance these elements to enhance employee perceptions of fairness and contribute to overall organizational performance (Castilla, 2025; Ghonim, Khashaba, Al-Najaar, & Khashan, 2020).

This finding extends Dynamic Capability Theory (Teece et al., 1997) by showing that internal promotion practices alone do not create adaptability or resilience. To develop dynamic capabilities, promotions must be linked to innovation, market awareness, and leadership agility. Similarly, Tournament Theory (Lazear & Rosen, 1981) is refined here, as internal advancement motivates performance only when promotions are fair and based on competence. In hotels where promotions are inconsistently managed or guided by informal norms, the motivational and cultural benefits predicted by Tournament Theory may fail.

The qualitative findings also highlight that well-managed promotions can improve efficiency and productivity, while poorly executed or premature promotions can lead to underperformance and operational problems. This aligns with Pancasila et al. (2020)

and Bozer et al. (2015), who found that internal promotion enhances engagement and adaptability when it occurs within transparent, structured systems. Some participants, however, noted that promotions can demotivate employees if they are mismatched with skills or interests, echoing Aloufi et al. (2025).

The study emphasizes that training and ongoing talent development are crucial for ensuring that promoted employees lead effectively and maintain team morale. This reinforces the Integrated Succession Planning and Leadership Development Model (Groves, 2007), which highlights the importance of systematically preparing potential leaders. Therefore, internal promotion supports motivation, knowledge retention, and leadership continuity, but its impact on hotel survivability is indirect and depends on factors such as strategic alignment, cultural fit, and employee readiness. In dynamic contexts like Western Uganda, promotions improve survivability only when integrated with structured succession planning, mentorship, and adaptive learning

5.2.4 Organizational Culture and Hotel Survivability

The significant positive effect of organizational culture on survivability ($\beta = 1.250$, t = 2.854, p = .004) can be interpreted through multiple theoretical lenses. Dynamic Capability Theory is supported, as a strong culture enhances an organization's ability to sense, seize, and reconfigure resources in response to environmental change, promoting resilience. From Tournament Theory the finding extends the theory by showing that culture not only motivates individual performance but also strengthens system-level resilience, amplifying the benefits of competitive structures. Within the Integrated Succession Planning and Leadership Development Model, culture emerges as a critical enabler of leadership continuity, facilitating the development and deployment of talent essential for organizational longevity. These perspectives

converge to highlight culture as a dynamic driver of hotel survivability, underpinning both adaptive capabilities and strategic leadership continuity.

An enabling or rational form of bureaucratic culture can play a vital role in strengthening an organization's dynamic capabilities, thereby enhancing its long-term survivability. The clearly defined systematic reporting, documentation, and standardized procedures enhance the hotel's sensing capability, allowing it to detect emerging trends, risks, and opportunities in a timely manner. Likewise, the formalized procedures and structured change-management processes reinforce transforming capability, enabling the hotel to implement strategic and operational adjustments with minimal disruption. Further, strong accountability and control mechanisms inherent in bureaucratic systems reinforce financial health by ensuring efficient resource utilization and sustained profitability.

The qualitative findings reinforce this view by showing that a culture grounded in sustainability extends beyond financial prudence to emphasize coherence between organizational values, infrastructure investment, and guest satisfaction. Participants observed that maintaining well-aligned systems sustains trust and guest loyalty over time. This emphasis on alignment echoes the quantitative results, where bureaucratic consistency and structured planning were positively associated with long-term survivability. Taken together, these mechanisms provide the structural discipline and informational clarity necessary for continuous adaptation and resilience, enabling a given hotel to withstand environmental turbulence and to sustain its competitive edge and long-term survivability (Teece, 2007; Teece, 2020).

In addition, a supportive organizational culture, characterized by open communication, collaboration, and continuous improvement, is crucial for sustaining dynamic

capabilities and securing long-term survival, enabling effective environmental change adaptation. By empowering employees and encouraging shared ownership, supportive cultures enhance transformation processes, allowing firms to adapt smoothly to strategic and operational shifts. Furthermore, the collective commitment and trust inherent in supportive environments improve employee performance, service quality, and innovation, which in turn strengthen financial health and resilience.

The qualitative findings deepen this understanding by highlighting employee engagement as a crucial dimension of supportive culture, grounded in fairness, respect, recognition, and open communication. These perceptions align with the quantitative evidence showing that supportive cultures promote psychological safety and shared commitment, which collectively enhance performance and service quality. Consequently, supportive cultures facilitate adaptability, sensing, transformation and also underpin the financial stability essential for organizational survivability (Teece, 2007, 2020; Denison et al., 2012).

Furthermore, innovative organizational cultures that innovative cultures that promote proactive sensing, rapid transformation, and financial resilience are hall marks of the hospitality industry which is characterized by constant market shifts, customer preferences, and technological advancements. The learning-oriented innovation cultures encourage employees to scan the environment, experiment with new ideas, and identify emerging opportunities, thereby strengthening sensing capability (Teece, 2007). Similarly, open and collaborative innovative cultures promote seizing capability by facilitating knowledge sharing, cross-functional coordination, and rapid resource mobilization in response to change (Teece, 2020). Through structured experimentation and a tolerance for failure, hotels enhance their transforming capability, enabling continuous renewal of processes, services, and leadership practices (Reese,

2020).These dynamic processes not only improve adaptability and operational efficiency but also contribute to sustained financial health through innovation-driven growth, cost optimization, and customer loyalty.

Qualitative accounts revealed that *adaptability* was expressed through flexible leadership practices, responsiveness to customer feedback, and empowerment of staff to implement local solutions. Hotel managers emphasized that cultures that support continuous improvement, encourage responsiveness to guest needs, and foster resilience in the face of industry challenges instilled a sense of shared ownership, which made teams more resilient to operational and market shifts. These dynamic processes improve operational efficiency and also contribute to survivability through innovation-driven growth, cost optimization, and customer loyalty. Ultimately, by embedding innovation within their cultural fabric, hotels can sense and seize market opportunities more effectively, transform in response to disruptions, and maintain financial stability, key determinants of organizational survivability in competitive service environments (Teece, 2007, 2020)

The integration of findings from both strands demonstrates a strong convergence between the quantitative model of organizational culture and the qualitative themes of *sustainability*, *adaptability*, and *employee engagement*. Quantitatively, the results confirmed that supportive, bureaucratic, and innovative cultures significantly enhance sensing, seizing, and transforming capabilities, which in turn drive hotel survivability. Qualitatively, participants described how these cultural orientations translate into lived organizational experiences that sustain operations, motivate employees, and enable flexibility amid change. The theme of *sustainability* captures the Consistent improvements embedded in cultural systems; *employee engagement* reflects the human energy and commitment that underpin supportive cultures; and *adaptability* illustrates

how innovative mindsets translate dynamic capability into practice. Together, these themes affirm that the strength of a hotel's culture lies not merely in its structural or procedural design but in its ability to align human values, learning behaviors, and strategic adaptability toward long-term survivability.

5.2.5 Skill development, Mentorship, internal promotion and Organizational Culture

Although skill development, mentorship, and internal promotion were thought to have an effect on organizational culture, the results of the structural model showed that these components did not have statistically significant effects. Using both empirical data and the context of the hotel industry, this section investigates potential explanations for these findings. Understanding why these factors did not significantly impact organizational culture offers important implications for practice and future research

From the perspective of Dynamic Capability Theory, this suggests that developmental practices in these hotels are not yet fully embedded as adaptive routines capable of sustaining competitive advantage; the partial impact of mentorship hints at early cultural internalization of leadership norms. Regarding Tournament Theory, the negligible effect of internal promotion indicates that promotion systems may not function as fair, motivating tournaments, possibly due to social or cultural factors that weaken merit-based incentives. Within the Integrated Succession Planning and Leadership Development Model (ISPLDM), the findings imply a fragmented implementation of leadership development practices, with mentorship emerging as a pathway through which leadership norms and practices are beginning to be internalized into the hotel's culture   even if it hasn't yet fully impacted it. From a practical standpoint, mentorship becomes an essential mechanism for policy impact: by formalizing mentor–mentee linkages, aligning mentoring with competency

frameworks, and recognizing effective mentors, hotels can strengthen organizational culture, reinforce leadership development, and indirectly enhance long-term survivability. The insights contribute to and expand current theoretical frameworks by underscoring the role of cultural embedding, relational processes, and the purposeful integration of developmental initiatives in varied hotel settings.

5.2.6 Skills Development and Organizational Culture

The finding that skills development did not significantly influence organizational culture suggests that, within these hotels, training efforts are not yet translating into shared values or behavioural norms. This outcome partly contradicts and extends prior studies that view training and skills development as cultural drivers. While prior research (Said, Mansor, & Omar Ali, 2025) affirms that skills development enhances employee satisfaction, commitment, and leadership continuity, these benefits arise only when developmental initiatives are strategically aligned with organizational culture and goals. The current results indicate that hotel training programs may be fragmented or focused on individual competence rather than collective identity, thus failing to embed within the cultural fabric.

From a Dynamic Capability Theory perspective, this weak linkage implies that skills development activities are not functioning as adaptive routines that integrate learning into the hotel's resource base. Skill-building may exist as a technical intervention rather than a dynamic capability that reshapes norms or routines. Consistent with Tasoulis et al. (2024), such misalignment can trigger resistance or disengagement, as employees interpret training initiatives through personal fears or mistrust rather than shared cultural intent. Similarly, Rawashdeh and Tamimi (2020) observed that when training is perceived as ineffective or self-serving, it undermines rather than reinforces cohesion.

Taken together, these findings extend prior scholarship by revealing that skills development does not automatically shape organizational culture; rather, its impact depends on contextual enablers such as leadership credibility, empowerment, and alignment with core values. In many hotel settings, limited communication, inconsistent follow-up, and minimal linkage between skills development outcomes and cultural expectations may dilute its cultural influence. To address this gap, hotel managers should embed cultural objectives into training programs, emphasizing teamwork, ethics, hospitality, and respect for diversity. Aligning skill development with these shared values would enhance both the cultural and strategic significance of training, converting it from a technical activity into a true capability-building mechanism that supports sustainable organizational change

5.2.7 Mentorship and Organizational Culture

The finding that mentorship had a marginally positive effect on organizational culture ($\beta = .560$, $p = .056$) suggests that, among the succession planning practices examined, mentorship is the most promising pathway through which cultural values are transmitted and reinforced. This partially supports prior research (Nguyen et al., 2019; (Jiang, Jia, Gao, & Ma, 2025) which highlights mentorship as a relational process that fosters trust, collaboration, and shared understanding elements essential to a cohesive organizational culture. Through modeling of values and informal socialization, mentorship enables the internalization of behavioral norms that shape how employees interpret and enact the organization's ideals. Although the relationship was not statistically strong, its proximity to significance indicates that mentorship holds latent potential for cultural influence in hotel settings.

From a Dynamic Capability Theory perspective, this finding extends existing evidence by suggesting that mentorship can function as an emergent dynamic capability when it

enables knowledge transfer, psychological safety, and adaptive learning (Eby et al., 2013). However, many hotels' informal, irregular, or exclusive mentorship practices hinder its ability to fully embed and reshape organizational norms. Similarly, Jyoti and Sharma (2015) found that mentoring outcomes are amplified when supported by a strong mentoring culture and structured processes, implying that the weak relationship observed here may stem less from the ineffectiveness of mentorship itself than from a lack of systemic reinforcement.

These insights resonate with Mutale et al. (2023), who observed that mentorship-driven cultural change is fragile when interventions are episodic rather than continuous. In the hospitality context, this means that mentorship cannot sustainably influence culture unless it is institutionally supported, aligned with leadership behavior, and integrated into the broader developmental framework. Consequently, the current findings extend prior research by revealing that mentorship's impact on culture is conditional.it thrives in environments where mentorship is deliberate, inclusive, and strategically linked to organizational values.

To enhance mentorship's cultural leverage, hotel managers should formalize mentorship programs with clear goals and performance indicators, train mentors to embody desired values such as professionalism and service excellence, and broaden access beyond select individuals. When institutionalized and culturally aligned, mentorship can evolve from an interpersonal developmental tool into a strategic capability that reinforces shared values, supports leadership continuity, and strengthens organizational resilience

5.2.8 Internal Promotion and Organizational Culture

The finding that internal promotion did not have a significant effect on organizational culture ($\beta = 0.185$, $p = 0.591$) suggests that, in the sampled hotels, promoting employees from within does not meaningfully reinforce or shape shared organizational values. This outcome contrasts with Senou's (2023) assertion that promotion systems, when aligned with organizational values, can serve as powerful instruments for cultural reinforcement and continuity. The disparity implies that while the theoretical logic of value-based promotion is sound, its cultural influence weakens when promotion decisions are guided by informal or subjective criteria such as favoritism, seniority, or ethnic affiliation rather than merit and alignment with core values.

This interpretation is supported by Lasisi et al. (2022), who observed that favoritism and political behavior in promotion processes erode employee trust, diminish psychological capital, and undermine workplace fairness, which are essential components of a healthy culture. In such environments, promotions fail to act as cultural symbols of fairness and professionalism; instead, they reinforce cynicism and disengagement. As a result, even when internal advancement occurs, it does not serve as a cultural mechanism that communicates or rewards desired behaviors.

The evidence also aligns with Haegele's (2022) argument that managerial "talent hoarding" can constrain internal mobility and distort the fairness of promotion systems. When managers withhold opportunities to protect team performance metrics, internal promotion ceases to represent shared cultural aspirations such as growth, inclusivity, and collective success. Thus, the insignificant relationship found in this study likely reflects deeper structural issues such as favoritism, limited transparency, and misaligned incentives that weaken the symbolic and value-transmitting function of promotion.

From a Dynamic Capability Theory standpoint, this finding challenges the assumption that structured internal promotion practices automatically contribute to cultural renewal. It suggests that internal promotion, while operationally valuable for retention and continuity, cannot evolve into a cultural capability unless it is institutionally formalized, transparent, and explicitly anchored in organizational values. Promotions which incentivize job performance without taking value alignment into account, may instead reinforce individualism rather than strengthen collective cultural identity.

To address this, hotels should design values-based promotion frameworks that integrate both performance and cultural fit as core criteria. Transparent, inclusive, merit-based promotion processes can signal fairness, build trust, and align behavioral expectations across levels. In contrast, inconsistent which are common in independently managed hotels erode credibility and impede cultural cohesion. These observations point to the recognition that organizational culture is shaped not only by structural succession planning practices but also by the intentional alignment between formal processes and lived values (Denison et al., 2012). In this respect, while internal promotion supports continuity, relational practices such as mentorship may hold greater potential for cultural embedding because they operate through direct socialization and value modeling rather than procedural mechanisms alone.

5.2.9 The Moderating Role of Organizational Culture in the SPPS -Hotel survivability link

Quantitative findings revealed that organizational culture negatively moderates the relationship between succession planning practices and hotel survivability. This suggests that, while succession planning contributes positively to survivability, a rigid or overly bureaucratic culture may inadvertently weaken this relationship. Excessive formalization, hierarchical rigidity, and overemphasis on compliance can restrict

flexibility and limit the innovative thinking necessary for successful leadership transitions. When succession processes focus more on procedural conformity than on strategic capability needs, they may fail to develop leaders who can effectively navigate uncertainty and competitive pressures. Bureaucratic delays in decision-making and slow responses to change further erode the agility required for hotels to sustain operations in volatile environments. When culture resists change or reinforces strict hierarchies, succession planning may be perceived as a threat to established power structures, creating resistance that undermines leadership development efforts (Ahmad& Keerio (2020). It is thus crucial for hotel managers to conduct regular cultural assessments and foster open communication channels that support leadership growth and career advancement. Moreover, cultures that discourage alternative perspectives can stifle the development of innovative leadership qualities. Brahm and Poblete (2024) argued organizational culture can be strategically shaped to enhance both adaptation and performance.

The qualitative findings provide deeper insight into this interaction by emphasizing the human and developmental dimensions underpinning effective succession. The theme of *career development* captured participants' views that continuous learning systems, clear career progression pathways, and inclusive leadership practices are vital for nurturing internal talent and ensuring continuity, highlighting that proactive talent management reinforces employee commitment, thereby enhancing long-term survivability.

Similarly, the theme of *leadership qualities* further clarifies the type of leadership that sustains succession outcomes. Participants emphasized that effective leaders in the hospitality sector should embody trustworthiness, respect, and team management qualities that build cohesion and confidence during transitions. These insights reveal

that succession planning practices in hotels are not merely a procedural activity but a developmental process that depends on cultivating relational and adaptive competencies.

When integrated, the quantitative and qualitative findings suggest that the impact of succession planning on long-term survivability hinges on the cultural context in which it operates. In environments dominated by rigid bureaucratic values, succession processes risk becoming formal exercises devoid of strategic flexibility. Conversely, When Succession planning practices are embedded within a culture that values career development and leadership qualities, they foster motivated, trusted, and adaptable leaders and this is essential for survival. This convergence underscores that succession planning contributes most effectively to hotel longevity when organizational culture fosters openness, learning, and inclusivity rather than control and rigidity.

The integration of findings reveals that succession planning is most effective for ensuring hotel survivability when it is supported by a culture that balances structure with developmental flexibility. While the quantitative results highlighted that overly bureaucratic cultures can suppress the positive influence of succession planning, the qualitative evidence showed that *career development* and *leadership qualities* can counteract this effect by fostering trust, inclusivity, and motivation. In this sense, survivability emerges not merely from having formal succession policies, but from cultivating leaders and systems that align with the dynamic realities of the hospitality environment. Therefore, hotels that embed succession planning within cultures emphasizing continuous learning, fairness, and adaptability are more likely to sustain leadership continuity, service excellence, and long-term resilience in an increasingly competitive industry landscape.

5.2.10 Conclusions

The study explored the effect of succession planning practices (skill development, mentorship, and internal promotion) and organizational culture on hotel survivability in Western Uganda, while also considering the moderating role of organizational culture.

Skills development, while not showing a statistically significant direct effect on survivability, remains a key enabler of performance, adaptability, and service quality. Qualitative evidence indicates that competencies in financial literacy, leadership, innovation, and service quality contribute to resilience in dynamic environments. These findings suggest that integrating skills development strategically within broader organizational initiatives enhances a hotel's capacity to respond to operational and market challenges, reinforcing the importance of aligning talent initiatives with organizational strategy and culture.

Mentorship does not directly determine hotel survivability but supports long-term success by fostering professional growth, strategic thinking, and adaptability among leaders

The study further concludes that internal promotion does not have a statistically significant direct effect on hotel survivability. Although promoting staff from within can enhance employee motivation, performance, and preparedness, these benefits alone do not appear sufficient to sustain a hotel's long-term competitiveness. The findings further suggest that internal promotion should be viewed as a supportive mechanism rather than a standalone driver of survivability. This suggests that for internal promotion to contribute to survivability effectively, it should be integrated with broader strategic and cultural initiatives. In practical terms, this highlights the need for hotel managers

to embed internal promotion within broader talent management and organizational development strategies to strengthen resilience and adaptability.

The study also concludes that organizational culture is a critical determinant of hotel survivability. Hotels that cultivate a culture emphasizing innovation, adaptability, and sustainable operational practices are better positioned to respond to dynamic market conditions and competitive pressures. This emphasizes that organizational culture is not just as a background factor, but it is an active driver of organizational performance when aligned with emphasize how internal capabilities. The findings suggest that aligning succession planning practices with the prevailing cultural values can strengthen resilience and enhance adaptive capacity. For hotel leaders, this highlights the need to prioritize cultural development alongside operational and strategic interventions, ensuring that organizational practices reinforce behaviors that sustain performance and long-term survivability.

The study also concludes that succession planning practices have limited direct influence on organizational culture within hotels in Western Uganda. Skills development and internal promotion do not significantly shape cultural values or practices, suggesting that these initiatives alone may enhance employee capabilities but are insufficient to transform the organizational environment. Mentorship shows a marginally positive association with organizational culture, indicating it may contribute to fostering a more cohesive, supportive, and communicative workplace, though the effect is not statistically robust. These results highlight that organizational culture is shaped through more complex and indirect processes. Consequently, hotel leaders seeking to strengthen culture should consider integrating mentorship with broader strategic and cultural initiatives rather than relying solely on conventional human resource practices.

Furthermore, organizational culture can constrain the effectiveness of succession planning. The interaction between culture and succession practices has a small but meaningful negative effect on survivability, suggesting that certain cultural norms or leadership styles may limit the potential benefits of succession initiatives. Aligning succession planning with organizational culture, embedding career development, and prioritizing leadership qualities are essential for ensuring leadership continuity and long-term hotel performance.

The findings indicate that hotel survivability relies on the integration of several organizational factors, including talent development, mentorship, internal promotion, and culture, rather than on isolated practices. Effective succession planning requires aligning its components with the organization's culture and strategically integrating them to enhance resilience and adaptability.

5.3.Implications

The findings of this study have several implications for hotel management, human resource practices, and policy formulation. While the results contribute to understanding the role of succession planning and organizational culture in hotel survivability, the following discussion focuses on how managers, practitioners, and policymakers can apply these insights to enhance organizational resilience, performance and ultimately survivability.

5.3.1 Managerial Implications

1. Prioritize Organizational Culture: Managers should recognize that organizational culture strongly influences hotel survivability. Initiatives that strengthen employee engagement, adaptability, and sustainability can enhance resilience and competitive advantage.

2. Align Succession Planning practices with Culture: Succession planning practices, including skills development, mentorship and internal promotion, should be tailored to the prevailing organizational culture. Misalignment may reduce their effectiveness.

3. Adopt a Holistic Approach: Skills development, mentorship, and internal promotion should be integrated with broader operational strategies such as financial management, innovation, and service quality to strengthen the hotel's overall resilience

5.3.2 Policy Implications

1. Support Culture-Driven Sustainability Policies: Hospitality policymakers and industry bodies may consider frameworks that encourage hotels to cultivate strong organizational cultures emphasizing adaptability, employee engagement, and sustainable continuous improvement practices.

2. Provide Succession Planning Guidelines: Policies can offer guidance for aligning succession planning with organizational culture, helping hotels mitigate risks of misalignment and enhance long-term survivability. Standardized frameworks or best practice manuals can facilitate consistent implementation.

3. Promote Integrated Workforce Development: Regulatory and industry bodies may incentivize initiatives that combine skills training, mentorship, and internal promotion with innovation, service quality, and financial literacy to strengthen hotel sustainability

4. The study findings highlight the need for a paradigm shift in hospitality and tourism education from a narrow emphasis on technical and operational skills to a more holistic approach that integrates cultural awareness and leadership

capability. This shift recognizes that organizational culture profoundly shapes strategic direction, human resource outcomes, and overall hotel survivability.

5.3.3 Implications for Human Resource Practices

1. **Strategic Talent Development:** HR managers should design programs that go beyond conventional skills training and mentorship by incorporating experiential learning, cross-functional exposure, and leadership accountability, fostering resilience and adaptability among hotel staff.

2. **Cultural Alignment in HR Practices:** Succession planning practices should be intentionally aligned with organizational culture to ensure that employee motivation and operational efficiency translate into measurable organizational outcomes.

3. **Employee Engagement and Retention:** Structured mentorship and internal promotion systems are crucial for enhancing employee morale, loyalty, and preparedness. Maintaining these programs is essential for holistic workforce management.

4. The limited impact of skills development and internal promotion on organizational culture implies that human resource initiatives alone may not be sufficient to shape workplace norms and values. Organizations should recognize that cultural transformation requires deliberate integration of succession planning practices with broader strategic efforts

5.4. Contributions

This study advances understanding in the hospitality sector by integrating established theories to elucidate the role of skill development, mentorship, and internal promotion in enhancing hotel survivability. The contributions span theoretical, empirical, methodological, and policy domains, providing a holistic view of how succession

planning practices interact with organizational culture within the dynamic context of Western Uganda's town hotels.

Empirically, the study reveals that organizational culture is the most significant predictor of hotel survivability, surpassing traditional succession planning practices such as skills development, mentorship, and internal promotion. This finding is novel as it empirically validates what has often been assumed but rarely tested in the Ugandan hospitality context(that cultural alignment is central to long-term hotel survivability). Importantly, the study introduces a context-specific insight: organizational culture can **weaken** the effectiveness of succession planning practices highlighting that in certain settings, excessive formalization, hierarchical rigidity, and compliance-oriented routines may constrain succession planning initiatives, undermining even well-designed succession systems. This finding extends current understanding by positioning culture not merely as a supportive pillar but as an *active moderator* that shapes or limits the realization of survivability. Contrary to earlier studies that present skills development, mentorship, and internal promotion as universally effective, this research demonstrates that their influence on survivability is context-dependent, conditioned by the strength and flexibility of organizational culture.

5.4.1 Theoretical Contributions

This research makes three main theoretical contributions:

Dynamic Capability Theory: Dynamic Capability Theory posits that organizations must continually build, integrate, and reconfigure resources to respond effectively to environmental changes. This study extends DCT by showing that succession planning practices and organizational culture jointly act as dynamic capabilities that sustain adaptability and resilience in hotels. Skill development and mentorship foster learning-

oriented flexibility, while internal promotion nurtures leadership continuity and institutional memory.

Remarkably, the finding that strong organizational culture can weaken the effect of succession planning introduces a novel insight into DCT. It suggests that certain types of cultural stability can be counterproductive, as overly structured or rigid systems may develop into constrained dynamic capabilities, offering stability but constraining responsiveness. Thus, the study reinterprets the concept of adaptability by demonstrating that cultural structures can sometimes hinder the agility necessary for survivability in volatile service environments.

Integrated Succession Planning and Leadership Development Model (ISPLDM)**:** This model emphasizes systematic identification, preparation, and development of future leaders to ensure organizational continuity. The current study contributes to ISPLDM by adapting it to the hospitality sector, demonstrating how skill development, mentorship, and internal promotion collectively enhance leadership pipelines in town hotels. The findings show that while succession systems exist, their effectiveness depends heavily on the prevailing organizational culture. Hence, this study expands ISPLDM by embedding cultural alignment as a contextual moderator that determines whether leadership continuity efforts translate into long-term survivability.

Tournament Theory: Tournament Theory proposes that individuals are motivated by competitive advancement opportunities, where rewards are allocated based on relative performance. The study supports the theory by demonstrating that internal promotions in hotels promote healthy competition, boost motivation and performance, and enhance leadership preparedness.. However, when constrained by rigid cultural hierarchies, this motivational cycle can be weakened, reducing the potential benefits of competition.

The study expands Tournament Theory by highlighting how socio-cultural norms in the workplace can influence the effectiveness of performance-based progression systems

Methodological Contributions

Methodologically, methodologically, this study advances research in hospitality management by employing a convergent mixed methods design that integrates both Partial Least Squares Structural Equation Modeling (PLS-SEM) and thematic analysis. This dual approach allowed for the simultaneous testing of hypothesized relationships and exploration of contextual meanings surrounding succession planning practices and hotel survivability.

By combining quantitative rigor with qualitative depth, the study enhances methodological pluralism in hospitality research illustrating how structural modeling can be enriched with lived managerial perspectives. The convergence of findings from both strands strengthens validity and provides a holistic understanding of how organizational culture moderates succession processes. Furthermore, the use of both CB-SEM and PLS-SEM techniques in model verification adds robustness and triangulation to the analysis, a methodological contribution that can guide future researchers examining complex relationships among behavioral and cultural constructs in service organizations

5.4.2 Practical Contributions

Findings from this study offer practical implications for tourism and hospitality policy. By recognizing succession planning as a strategic workforce development tool, policymakers can design initiatives that institutionalize structured mentorship, leadership pipelines, and culture-building programs. Strengthening these practices will enhance leadership continuity, employee retention, and adaptability, thereby

contributing to a more resilient and competitive hospitality industry in Uganda and similar emerging economies.

In sum, this study contributes new empirical evidence and theoretical refinement by positioning organizational culture as both an *enabler and constraint* of succession planning effectiveness. It enriches dynamic capability and succession literature with contextual insights from developing-economy hotels, advancing the discourse on how cultural realities shape leadership continuity and organizational survivability.

5.5 Recommendations

Building on the theoretical, methodological, and policy-related contributions presented, the following recommendations are proposed to guide policy formulation, managerial practice, and future research in the hospitality sector. These recommendations reflect both the quantitative evidence and the qualitative insights revealing the importance of career development, leadership trust, and employee engagement.

5.5.1 Recommendations for Hotel Management

Based on the study findings, several recommendations are proposed to guide hotel managers in strengthening leadership continuity and organizational survivability through effective succession planning practices.

1. **Align Culture with Strategy:** Managers should foster workplace cultures that promote collaboration, open feedback, and innovation to mitigate the rigidity that often hinders leadership succession. A culture aligned with strategic goals enhances adaptability and long-term resilience.

2. **Institutionalize Mentorship:** Hotels should consider implementing structured mentorship programs that pair emerging leaders with experienced managers to facilitate knowledge transfer, trust-building, and leadership readiness.

3. **Strengthen Career Development Systems:** Establishing clear progression pathways, transparent appraisal systems, and recognition mechanisms can reduce employee turnover and enhance engagement, thereby reinforcing internal leadership pipelines.

4. **Encourage Leadership Adaptability:** Training initiatives should focus on developing emotional intelligence, integrity, and flexibility—qualities identified by hotel managers as defining effective leadership and promoting organizational stability.

5. **Balance Formality and Flexibility:** While maintaining reporting and accountability structures, managers should allow space for initiative and creative problem-solving, supporting innovation and responsiveness in dynamic hospitality environments

When implemented consistently, these actions can help hotels build robust leadership pipelines and sustain performance in competitive and uncertain market conditions.

5.5.2 Recommendations for Industry Stakeholders

To enhance leadership continuity and strengthen the resilience of Uganda's hospitality sector, several industry-level and policy recommendations are proposed. These suggestions are directed toward government agencies, tourism regulators, and hospitality associations tasked with promoting sustainable workforce development and organizational excellence.

1. Establish National Leadership Development Programs: The Ministry of Tourism, in collaboration with hotel associations and hospitality training institutions, should develop national leadership and management development

initiatives. These programs would help address managerial competence and foster a consistent leadership culture across the sector.

2. Promote Culture Transformation in Hotels: Policymakers and industry bodies should support organizational culture initiatives that emphasize fairness, inclusivity, and open communication as core indicators of service quality and workforce resilience.

3. Provide Incentives for Talent Development Investments: Incentive schemes and policy support should reward hotels that actively invest in internal promotion, mentorship, and skill development.

Recognizing these practices as key drivers of hotel sustainability can strengthen the industry's long-term competitiveness.

5.5.3 Recommendations for curriculum reform in hospitality and tourism education

Curriculum reform should incorporate modules that explicitly link culture, leadership, and strategy. Suggested modules include Organizational Culture and Change in Hospitality, addressing both theory and practical diagnostics such as culture audits and regional case studies, and Adaptive Leadership for Hospitality, focusing on sense-making, rapid decision-making, crisis leadership, scenario planning, and the design of merit-based career ladders, mentorship programs, and succession roadmaps for small hotels.

In addition, applied practicum placements should require students to assess organizational culture and develop context-sensitive succession interventions. Pedagogical methods such as problem-based learning, action research projects with

local hotels, mentorship labs, and role-play exercises that explore cultural tensions in promotions are also recommended.

These interventions will prepare graduates who can design culturally aligned succession planning practices, lead adaptive change in hotels, and measure survivability through dynamic indicators such as sensing, seizing, reconfiguration, and financial health

5.5.4 Recommendations for Future Research

Given the scope and contextual boundaries of this study, further research is warranted to refine theoretical models of succession planning and test their applicability across diverse hospitality environments. Such inquiry would contribute to a more comprehensive understanding of how cultural and organizational dynamics shape hotel survivability. Future researchers should:

- Conduct longitudinal or sequential studies to help track how succession planning outcomes evolve over time and how cultural alignment influences long-term survivability.

- Explore the mediating roles of leadership adaptability or employee engagement, which may explain the indirect pathways linking succession planning to hotel survivability.

- Undertake comparative regional analyses to determine whether cultural moderating effects vary across different hotel settings.

These future directions will enrich theoretical understanding while offering practical pathways for strengthening leadership continuity and survivability within the hospitality sector.

REFERENCES

Adam, J. K., Indradewa, R., & Yanuar Rahmat Syah, T. (2020). The leadership styles impact, in learning organizations, and organizational innovation towards organizational performance over manufacturing companies, Indonesia. *Journal of Multidisciplinary Academic, 4*(2), 63–69. https://doi.org/10.5742/423

Adisa, C. O., & Juma, D. (2023). Internal promotions and employee performance at Narok County Government, Kenya. *The Strategic Journal of Business & Change Management, 10*(4), 546–555. https://doi.org/10.61426/sjbcm.v10i4.2771

Ahmad, A. R., & Keerio, N. (2019, October 1). The culture-succession model: The factors affecting implementation of succession planning in Malaysian public universities. International Journal of Engineering and Advanced Technology, Vol 9, 2249–8958. https://doi.org/10.35940/ijeat.A1356.109119

Ahmad, S., & Keerio, S. (2020). Succession planning mediates self-leadership and organizational commitment: Evidence from Pakistan. *South African Journal of Human Resource Management, 18*, 1–9. https://doi.org/10.4102/sajhrm.v18i0.2304

Akani, V. C. (2015). Planning succession and corporate survival in Nigeria: A study of banks in Port Harcourt. *European Journal of Business and Management, 7*(27), 1–12. https://www.iiste.org

Aketch, E., Basheka, B. C., & Bagire, V. (2017, June). Organizational culture and performance of SMEs in Uganda: A case study of the hotel sector. *International Journal of Technology and Management, 2*(1), 1–15. https://ijotm.utamu.ac.ug/index.php/ijotm/article/view/19

Al Hilali, K. S., Al Mughairi, B. M., Kian, M. W., & Karim, A. M. (2020). Coaching and Mentoring: Concepts and Practices in Development of Competencies: A Theoretical Perspective. *International Journal of Academic Research in Accounting, Finance and Management Sciences, 10*(1), 41–54. https://doi.org/10.6007/IJARAFMS/v10-i1/6991

Alemdar, M., Cappelli, C. J., Gale, J., & Boice, K. L. (2022). An exploratory study of STEM teachers' mentorship networks. *International Journal of STEM Education, 9*(64). https://doi.org/10.1186/s40594-022-00383-7

Ali, A. D. A., & Adel, L. A. A. (2020). The impact of mentoring program on in-service teachers' perceptions and self-efficacy.*Journal of the Faculty of Education in Educational Sciences*, *44*(4), 13–48. https://doi.org/10.21608/jfees.2020.152402

Alias, N. E., Othman, R., Koe, W.-L, Krishnan, R., & Romaiha, N. R. (2024). The impact of job design factors on job satisfaction: A study of job rotation, enlargement and enrichment in the Malaysian public sector. *Information Management and Business Review, 16*(4(SI)I), 251-265. https://doi.org/10.22610/imbr.v16i4(S) I.4314

Alkhafagi, Yasir. (2023). The Effect of Internal Marketing on Organizational Citizenship Behavior. *Journal of Economics and Administrative Sciences. 29. 18-30. 10.33095/jeas.v29i135.2502.*

Alnasser, E. M., Alkhozaim, S. M., Alshiha, A. A., Al-Romeedy, B. S., & Khairy, H. A. (2024). Intellectual capital and organizational resilience in tourism and hotel businesses: Do organisational agility and innovation matter? *Current Issues in Tourism, 28*(16), 2649–2669. https://doi.org/10.1080/13683500.2024.2378970

Aloufi, N. T., Alabri, B. A., & Elshareef, A. M. (2025). The impact of promotion on employee productivity. *International Journal of Multidisciplinary Research and Growth Evaluation, 6*(3), 1163–1170. https://doi.org/10.54660/.IJMRGE.2025.6.3.1163-1170

Alvarado Lagunas, E., Dávila Aguirre, M. C., & Vázquez Zacarías, M. A. (2018). Factors that influence the continuity and survival of a micro-business in Mexico. Contaduría y Administración, 63(3), 46.

Alzoubi, R. H., Shnaikat, B., Abo Murad, M., Al kloub, R., Alhmesat, M., & Alkharabsheh, O. H. M. (2024). Rethinking growth and survival of hospitality industry in Jordan: the role of responsible and resilient leadership styles in managing crisis. *Cogent Business & Management, 11*(1). https://doi.org/10.1080/23311975.2024.2402080

Amamou (2025).The effect of an innovation-driven corporate culture on firm success: a new survey of Saudi digital firms. *Futur Bus J* 11, 136 (2025). https://doi.org/10.1186/s43093-025-00554-2

Amar, M. Y., Syariati, A., Ridwan, R., & Parmitasari, R. D. A. (2021). Indonesian hotels' dynamic capability under the risks of COVID-19. *Risks, 9*(11), 194. https://doi.org/10.3390/risks9110194

Ambrozio Queiroz Neto, A., Lohmann, G., Scott, N., & Dimăk, K. (2017). Rethinking competitiveness: Important attributes for a successful scuba diving destination. *Tourism Recreation Research, 42*(3), 356–366. https://doi.org/10.1080/02508281.2017.1308086

American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.). American Psychological Association.

Arbuckle, J. L. (2016). IBM SPSS Amos 25 user's guide. IBM Corporation.

Arulsamy, A., Singh, I., Kumar, S., Panchal, J., & Bajaj, K. (2023). *Employee training and development enhancing employee performance – A study. Journal of Positive School Psychology, 16,* 406–416. https://www.researchgate.net/publication/373775939

Aziz, I., Rohana, S., Arbaiah, H., Hakimin, M., & Afthanorhan, A. (2020). Modeling the social, economic and environmental effects of Pondok Tahfiz. *Management Science Letters, 10*(9), 1915-1922. https://doi.org/10.5267/j.msl.2020.2.023

Babbie, E. R. (2015). *The practice of social research* (14th ed.). Cengage Learning.

Bahadukali v. Springs International Hotel Limited, Company Cause No. 5 of 2019, [2020] UGHCCD 25 (Uganda High Court, March 26, 2020).

Bakir, S., Douglas, S., & Lee, Y. M. (2024). Internal mobility and employee perceived fairness: The case of the Sunny Alanya Hotel. *Journal of Hospitality & Tourism Cases: An International Case Journal, 13*(1), 52–59. https://doi.org/10.1177/21649987241252171 (Original work published 2025)

Baluku, M. M., Matagi, L., & Otto, K. (2020). Exploring the link between mentoring and intangible outcomes of entrepreneurship: The mediating role of self-efficacy and moderating effects of gender. *Frontiers in Psychology, 11*, Article 1556. https://doi.org/10.3389/fpsyg.2020.01556

Baum, T. (2015). *Human resource management for tourism, hospitality and leisure: An international perspective*. Thomson Learning.

Beckers, R., Boni, M., Fenton, S., Gil Casares, J., & Vad, M. (2020, August). *Culture in family business: Embracing change while retaining what matters* [Report]. Spencer Stuart. https://www.spencerstuart.com/research-and-insight/culture-in-family-business

Bentler, P. M. (1990). Comparative fit indexes in structural models. Psychological Bulletin, 107(2), 238–246. https://doi.org/10.1037/0033-2909.107.2.238

Bentler, P. M., & Bonett, D. G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. Psychological Bulletin, 88(3), 588–606. https://doi.org/10.1037/0033-2909.88.3.588

Bertheau, A. (2021). Employer search behavior: Reasons for internal hiring. *Labour Economics, 73*(4), Article 102064. https://doi.org/10.1016/j.labeco.2021.102064

Bidwell, M. (2011). Paying more to get less: The effects of external hiring versus internal mobility. *Administrative Science Quarterly*. https://doi.org/10.1177/0001839211433562

Bidwell, M., & Keller, J. R. (2014). Within or without? How firms combine internal and external labor markets to fill jobs. Academy of Management Journal, 57(4), 1035–1055. https://doi.org/10.5465/amj.2012.0119

Byrne, B. M. (2006). *Structural equation modeling with EQS: Basic concepts, applications, and programming* (2nd ed.). Lawrence Erlbaum Associates.

Bilderback, S. (2024). Integrating training for organizational sustainability: The application of Sustainable Development Goals globally. European Journal of Training and Development, 48(7/8), 730–748. https://doi.org/10.1108/EJTD-01-2023-0005

Blake-Beard, S., Shapiro, M., & Ingols, C. (2021). A model for strengthening mentors: Frames and practices. *International Journal of Environmental Research and Public Health, 18*(12), 6465. https://doi.org/10.3390/ijerph18126465

Blayney, C., Blotnicky, K., & Singh, S. (2021). An exploratory study of perceptions of hotel working conditions on the promotion decision. International Journal of Human Resource Studies, 11(2), 216–237. https://doi.org/10.5296/ijhrs.v11i2.18565

Boadu, F., Dwomo-Fokuo, E., Boakye, J. K., & Frimpong, A. O. (2014). *Employee appraisal and performance in the hospitality industry.* Research in Business and Management, 1(2), 146-165. https://doi.org/10.5296/rbm.v1i2.5694

Boomsma, A. (2000). Reporting analyses of covariance structures. Structural Equation Modeling: A Multidisciplinary Journal, 7(3), 461–483. https://doi.org/10.1207/S15328007SEM0703_4

Boon, C., Eckardt, R., Lepak, D. P., & Boselie, P. (2017). Integrating strategic human capital and strategic human resource management. *The International Journal of Human Resource Management, 29*(1), 34–67. https://doi.org/10.1080/09585192.2017.1380063

Bozer, G., Kuna, S., & Santora, J. C. (2015). The Role of Leadership Development in Enhancing Succession Planning in the Israeli Nonprofit Sector. *Human Service Organizations: Management, Leadership & Governance*, 39(5), 492–508. https://doi.org/10.1080/23303131.2015.1077180

Bozer, G., Joo, B.-K., & Santora, J. C. (2015). Executive coaching: Does coach–coacheematching based on similarity really matter? *Consulting Psychology Journal: Practice and Research, 67*(3), 218–233. https://doi.org/10.1037/cpb0000044

Brahm, F., & Poblete, J. (2024). Organizational culture, adaptation, and performance. *Organization Science, 35*(5), 1823–1848. https://doi.org/10.1287/orsc.2022.16791

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. Qualitative Research in Psychology, 3(2), 77–101. https://doi.org/10.1191/1478088706qp063oa

British Psychological Society. (2021). *BPS Code of Human Research Ethics*. https://cms.bps.org.uk/sites/default/files/2022-06/BPS%20Code%20of%20Human%20Research%20Ethics%20(1).pdf

Brooks, W., Donovan, K., & Johnson, T. R. (2018). Mentors or teachers? Microenterprise training in Kenya. *American Economic Journal: Applied Economics, 10*(4), 196–221. https://doi.org/10.1257/app.20170042

Brown, T. A. (2015). Confirmatory factor analysis for applied research (2nd ed.). The Guilford Press.

Brüggemann, O. (2024). Employees' perceptions of co-workers' internal promotion penalties: The role of gender, parenthood and part-time. *European Societies, 26*(3), 773–801. https://doi.org/10.1080/14616696.2023.2270049

Bui, D. H., & Le, A. T. T. (2023). Improving employee engagement through organizational culture in the travel industry: Perspective from a developing country during Covid-19 pandemic. *Cogent Business & Management, 10*(2), 2232589. https://doi.org/10.1080/23311975.2023.2232589

Bulog, I., Dulčić, Ž., & Sekulović, A. (2017, October). *Managerial skills in hotel industry – evidence from Croatia*. In *DIEM: Dubrovnik International Economic Meeting: Managing Business Growth in a Volatile Environment* (pp. 419–433). Dubrovnik, Croatia. Retrieved from https://hrcak.srce.hr/187398

Busetto, L., Wick, W., & Gumbinger, C. (2020). How to use and assess qualitative research methods. Journal of Neurological Research and Practice, 2.

Byrne, B. M. (1998). Structural equation modeling with LISREL, PRELIS, and SIMPLIS: Basic concepts, applications, and programming. Lawrence Erlbaum Associates.

Byrne, B. M. (2001). *Structural equation modeling with AMOS: Basic concepts, applications, and programming*. Lawrence Erlbaum Associates.

Byrne, B. M. (2016). Structural equation modeling with AMOS: Basic concepts, applications, and programming (3rd ed.). Routledge.

Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework* (3rd ed.). Jossey-Bass

Canbolat, A. H. (2024, November 4). The impact of diversity training on employee commitment: A comparative study of companies in Turkey with and without training, and the moderating role of age [Master's thesis, University of Padova]. ResearchGate. https://www.researchgate.net/publication/385514994

Cangialosi, N., Odoardi, C., Peña-Jimenez, M., & Antino, M. (2023). *Diversity of social ties and employee innovation: The importance of informal learning and reciprocity.* Journal of Work and Organizational Psychology, 39(2), 65-74. https://doi.org/10.5093/jwop2023a8

Castilla, E. J. (2025, September 9). A data-driven approach to advancing meritocracy. *MIT Sloan Management Review, Fall 2025 Issue.* https://sloanreview.mit.edu/article/a-data-driven-approach-to-advancing-meritocracy/

Chen, H., Feng, X., & Guo, X. (2024). *Minimum wage and the survival of the hotel industry: Evidence from China. International Journal of Hospitality Management, 120,* 103757. https://doi.org/10.1016/j.ijhm.2024.103757

Cheung, G. W., Cooper-Thomas, H. D., Lau, R. S., & Wang, L. C. (2024). Reporting reliability, convergent and discriminant validity with structural equation modeling: A review and best-practice recommendations. *Asia Pacific Journal of Management, 41*(2), 745–783. https://doi.org/10.1007/s10490-023-09871-y

Chughtai MS, Syed F, Naseer S, Chinchilla N. Role of adaptive leadership in learning organizations to boost organizational innovations with change self-efficacy. Curr Psychol. 2023 Apr 27:1-20. doi: 10.1007/s12144-023-04669-z. Epub ahead of print. PMID: 37359696; PMCID: PMC10132955.

Chung, J., Wang, C.-Y., & Tsai, C.-Y. (2014). Managing innovation and creativity in organizations: An empirical study of service industries in Taiwan. *Service Business, 8*.[https://doi.org/10.1007/s11628-013-0201-2

Clayton, P. A. (2024). Mentored without incubation: Start-up survival, funding, and the role of entrepreneurial support organization services. Research Policy, 53(4), Article 104975. https://doi.org/10.1016/j.respol.2024.104975

Collins, C. J., & Smith, K. G. (2006). Knowledge exchange and combination: The role of human resource practices in the performance of high-technology firms. *Academy of Management Journal, 49*(3), 544–560. https://doi.org/10.5465/AMJ.2006.21794671

Connelly, L. M. (2008). Pilot studies. Medsurg Nursing, 17(6), 411–412.

Courier Mail. (2024). *Uncertain future for general manager Richard Clarke at Imperial Hotel (formerly Palazzo Versace)*. https://www.couriermail.com.au/news/gold-coast/uncertain-future-for-general-manager-richard-clarke-at-imperial-hotel-formerly-palazzo-versace/news-story/3f06b15e734e208880006a7b650552f6

Creamer, E. G. (2018). *An introduction to fully integrated mixed methods research* (Ch. 10: Controversies and future directions). SAGE Publications.

Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE Publications.

Creswell, J. W., & Creswell, J. D. (2018). Research design (5th ed.). SAGE Publications.

Creswell, J. W., & Plano Clark, V. L. (2011). *Designing and conducting mixed-methods research* (2nd ed.). SAGE Publications.

Cristofaro, M., Helfat, C. E., & Teece, D. J. (2025, February 26). Adapting, shaping, evolving: Refocusing on the dynamic capabilities–environment nexus. Academy of Management Collections, 4(1), 20–46. https://doi.org/10.5465/amc.2022.0008

Cronje, J. P., Terblanche, N., & Theron-Wepener, M. (2025). Coaching and mentoring to foster self-efficacy for early-stage survival-driven entrepreneurs. *South African Journal of Business Management, 56*(1), a4884. https://doi.org/10.4102/sajbm.v56i1.4884

Crowley, J., & Fan, X. (1997). Structural equation modeling: Basic concepts and applications in personality assessment research. Journal of Personality Assessment, 68(3), 508–531. https://doi.org/10.1207/s15327752jpa6803_5

Daft, R. L., & Armstrong, A. (2021). *Organization theory and design* (13th ed.). Cengage Learning.

Daily Telegraph. (2025, February 13). Imperial Hotel Gold Coast, former Palazzo Versace, in sale talks. Retrieved June 27, 2025, from https://www.thechronicle.com.au/news/gold-coast/uncertain-future-for-general-manager-richard-clarke-at-imperial-hotel-formerly-palazzo-versace/news-story/3f06b15e734e208880006a7b650552f6

Darby, J. (2024, December 23). *What is succession planning? A complete guide.* Thomas International. https://www.thomas.co/resources/type/hr-guides/guide-succession-planning

Dawson, M., Guchait, P., Russen, M., Wang, X., & Pasamehmetoglu, A. (2023, February 27). Hospitality organizational culture: Impact on employees' job satisfaction, organizational citizenship behaviors, service recovery performance, and intention to leave. *Journal of Human Resources in Hospitality & Tourism, 22*(3), 460–488. https://doi.org/10.1080/15332845.2023.2180963

Denison, D. R., Hooijberg, R., Lane, N., & Lief, C. (2012). *Leading culture change in global organizations: Aligning culture and strategy* (1st ed.). Jossey-Bass.

Denison, D., Nieminen, L., & Kotrba, L. (2012). Diagnosing organizational cultures: A conceptual and empirical review of culture effectiveness surveys. *European Journal of Work and Organizational Psychology*, *23*(1), 145–161. https://doi.org/10.1080/1359432X.2012.713173

Deri, M. N., Zaazie, P., & Bazaanah, P. (2021). Turnover intentions among hotel employees in the Accra metropolis of Ghana. *African Journal of Hospitality, Tourism and Leisure*, 10(1), 238-255. https://doi.org/10.46222/ajhtl.19770720-98

Dess, G. G., & Robinson, R. B. (1984). Measuring organizational performance in the absence of objective measures: The case of the privately-held firm and conglomerate business unit. *Strategic Management Journal, 5*(3), 265–273. https://doi.org/10.1002/smj.4250050306

Dettling, R. N. (2023, September 19). *How organizational culture affects team dynamics: An empirical investigation* [Preprint]. ResearchGate. https://doi.org/10.13140/RG.2.2.11502.18242*How organizational culture affects team dynamics: An empirical investigation* [Preprint]. ResearchGate. https://doi.org/10.13140/RG.2.2.11502.18242

DeVaro, J. (2020). Internal hiring or external recruitment? *IZA World of Labor, 237.* https://doi.org/10.15185/izawol.237.v2

DeVaro, J., & Morita, H. (2013). Internal promotion and external recruitment: A theoretical and empirical analysis. *Journal of Labor Economics, 31*(2), 227–269. https://doi.org/10.1086/667249

DeVaro, J., Kauhanen, A., & Valmari, N. (2019). Internal and external hiring. *ILR Review, 72*(5), 1143–1178. https://doi.org/10.1177/0019793919842810

Dialoke, A. P. I., & Ebikeseye, B. (2017). Employees training: An ingredient of organizational survival in Nigeria (A study of selected small and medium scale enterprises in Port Harcourt). *IJRDO Journal of Applied Management Science, 3*(2), 76–91. https://doi.org/10.53555/ams.v3i2.1043

Diamantopoulos, A., & Siguaw, J. A. (2002). *Formative vs. reflective indicators in measure development: Does the choice of indicators matter?* (Working Paper). Cornell University, Center for Hospitality Research

Diya, V. R., & Mansor, M. (2019). Review of history of succession: Replacement, talent planning, and workforce. *International Journal of Academic Research in Business and Social Sciences, 9*(9), 1298–1303. https://doi.org/10.6007/IJARBSS/v9-i9/6376

Driel, H., Volberda, H. W., Eikelboom, S., & Kamerbeek, E. (2015). A co-evolutionary analysis of longevity: Pakhoed and its predecessors. *Business History, 57*(8), 1277–1305. https://doi.org/10.1080/00076791.2015.1026261

Duru, U. I., Iyaji, D., Odeh, E. E., & Favour, O. T. (2025). Promotion and employees' performance at University of Abuja: The moderating role of employees' belief that fairness in decisions of promotions motivates employees' performance. *Asian Journal of Social Sciences and Management Studies, 12*(3), 59–68. https://doi.org/10.20448/ajssms.v12i3.7427

Duwenig, A., Eifler, K., Ganesan, P., Ismert, L., Meschitti, V., Plosker, S., & Strung, K. (2025). The Operator Algebras Mentor Network: Impact of community-based mentoring. *arXiv*. https://doi.org/10.48550/arXiv.2501.18488

Eby, L. T. d. T., Allen, T. D., Hoffman, B. J., Baranik, L. E., Sauer, J. B., Baldwin, S., Morrison, M. A., Kinkade, K. M., Maher, C. P., Curtis, S., & Evans, S. C. (2013). An interdisciplinary meta-analysis of the potential antecedents, correlates, and consequences of protégé perceptions of mentoring. *Psychological Bulletin, 139*(2), 441–476. https://doi.org/10.1037/a0029279

Eby, L. T., Allen, T. D., Evans, S. C., Ng, T., & DuBois, D. L. (2013). Does mentoring matter? A multidisciplinary meta-analysis comparing mentored and non-mentored individuals. *Journal of Vocational Behavior, 83*(1), 106–116. https://doi.org/10.1016/j.jvb.2013.03.001

Edeh, F., Islam, M., Nwali, A., Chukwu, A., & Nwokeiwu, J. (2024**).** Organization learning and business resilience in developing hospitality industry. *Discover Sustainability, 5*, Article 569. https://doi.org/10.1007/s43621-024-00569-9

Edna, M. (2022). Mentorship as leadership model: An empirical analysis of authentic mentor–mentee. *International Journal of Leadership and Governance, 2*(1), 60–64. https://doi.org/10.47604/ijlg.1532

Egbebu, C. (2022). *Operations planning: Its impact on business growth in hotels in Nigeria* [Master's dissertation].

EHL Insights. (2023, November 1). Hospitality industry statistics to have on your radar in 2024. https://hospitalityinsights.ehl.edu/hospitality-industry-stat

Elbahjaoui, M., Elabjani, A., & Ciloci, R. (2022). The causes of small business failure. *Journal of Social Sciences, 5*(2), Article 12. https://doi.org/10.52326/.2022.5(2).12

Elnagar, A. K., Elshaer, A. I., & Salama, S. (2022). The effect of organizational culture on financial performance: Based on Cameron and Quinn model (CVF). *Middle East Research Journal, 4*(1), 38–53. https://doi.org/10.48100/merj.2022.181

El-Said, O. A., Smith, M., Al-Yafaei, Y., & Salam, S. A. A. (2023). From complexity to evolution: Mapping resilience management practices in the hospitality industry during the COVID-19 crisis. *International Journal of Hospitality Management, 110*, 103435. https://doi.org/10.1016/j.ijhm.2023.103435

Emerald Hotel Ltd. and 3 Ors v Barclays Bank of Uganda Ltd. and 4 Ors. (2016). [Uganda High Court Case No. HCT-00-CC-CS 170 of 2008]. https://urn.kb.se/resolve?urn=urn:nbn:se:umu:diva-192227

Escribano-Navas, M., & Gemar, G. (2021). Gender and bankruptcy: A hotel survival econometric analysis. *Sustainability, 13*(12), 6782. https://doi.org/10.3390/su13126782

Euromonitor International. (2023). *Pathways to gender-inclusive economic development in sub-Saharan Africa: A sectoral analysis – Country summary report (Uganda: Tourism & hospitality sector)* [PDF]. https://www.euromonitor.com/contentassets/facb468b5e19455f9c907be1c023d8a7/summary_26_06_23_compressed.pdf

European Union. (EU,2018). Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data (General Data Protection Regulation). Official Journal of the European Union, L119, 1–88. https://eur-lex.europa.eu/eli/reg/2016/679/oj

Fadeyi, O., Nwachukwu, C., & Kehinde, O. (2018). Succession planning and job commitment: Moderating the role of employees' satisfaction in selected beverage companies in Lagos Metropolis. *Trends Economics and Management, 11*, 21–29. https://doi.org/10.13164/trends.2017.30.21

Fainshmidt, S., & Frazier, M. L. (2017). What facilitates dynamic capabilities? The role of organizational climate for trust. *Long Range Planning, 50*(5), 550–566. https://doi.org/10.1016/j.lrp.2016.05.005

Fapohunda, T. M. (2015). Human resource planning and succession planning in Nigeria's higher education. International Journal of Research in Management & Business Studies, 2(2). ISSN 2348-6503 (Online), 2348-893X (Print)

Fatoki, O. (2021). Dynamic capabilities and performance of hospitality firms in South Africa: The mediating effect of innovation. *GeoJournal of Tourism and Geosites, 36*(2spl), 616–623. https://doi.org/10.30892/gtg.362spl08-690

Ferjanić Hodak, D., Načinović Braje, I., & Jaković, B. (2023). Implementing total reward strategies to improve employee retention in hospitality. *Eurasian Business & Economics Review*, *5*(2), 149–160. https://dergipark.org.tr/en/pub/ebor/issue/80746/1328913

Fornell, C., & Larcker, D. F. (1981). *Structural equation models with unobservable variables and measurement error: Algebra and statistics. Journal of Marketing Research, 18*(3), 382–388. https://doi.org/10.1177/002224378101800313

Fung, S. F., Han, Y. S., & Mickevics, A. (2025). Using structural equation modelling to reassess bias in judging the vault event in men's artistic gymnastics. *Scientific Reports, 15*, 22011. https://doi.org/10.1038/s41598-025-05939-5

Garavan, T., Watson, S., Carbery, R., & O'Brien, F. (2016). *The antecedents of leadership development practices in SMEs: The influence of HRM strategy and practice.* International Small Business Journal, 34(6), 870-890. https://doi.org/10.1177/0266242615594215

Geisser, S. (1974). A predictive approach to the random effect model. Biometrika, 61(1), 101–107. https://doi.org/10.1093/biomet/61.1.101

Gemar, G., Soler, I. P., & Guzman Parra, V. F. (2019). Predicting bankruptcy in resort hotels: A survival analysis. *International Journal of Contemporary Hospitality Management, 31*(4), 1546–1566.

Georgescu, I., Bocean, C. G., Vărzaru, A. A., Rotea, C. C., Mangra, M. G., & Mangra, G. I. (2024). *Enhancing organizational resilience: The transformative influence of strategic human resource management practices and organizational culture. Sustainability, 16*(10), 4315. https://doi.org/10.3390/su16104315

Ghaleb, B. A., & Yaslioglu, M. M. (2024). Structural equation modeling (SEM) for social and behavioral sciences studies: Steps, sequence, and explanation. Journal of Business, Economics and Finance Review, 6(1), 69–108. https://dergipark.org.tr/en/pub/jobreview/issue/82893/1395927

Ghani, B., Zada, M., Memon, K. R., Ullah, R., Khattak, A., Han, H., Ariza-Montes, A., & Araya-Castillo, L. (2022). Challenges and strategies for employee retention in the hospitality industry: A review. Sustainability, 14(5), Article 2885. https://doi.org/10.3390/su14052885

Ghonim, M., Khashaba, N., Al-Najaar, H., & Khashan, M. (2020). Strategic alignment and its impact on decision effectiveness: A comprehensive model. *International Journal of Emerging Markets.* Advance online publication. https://doi.org/10.1108/IJOEM-04-2020-0364

Gim, G. C. W, & Mat Desa, N. (2014). The impacts of organizational justice on normative commitment among public and private sector employees in Malaysia. Australian Journal of Basic and Applied Sciences, 8(5), 125–134.

Glenn, D. I. (1992). Sampling the evidence of extension program impact. Program Evaluation and Organizational Development, IFAS, University of Florida.Available at: https://www.tarleton.edu/academicassessment/documents/Sampling_Evidence_Extension.pdf

Gonzaga-Domider, K., & Dalayap, Jr., R. H. (2025). Structural equation modelling of students' difficulties in General Mathematics. *International Journal of Research and Innovation in Social Science, 9*(3s), 2667-2694. https://doi.org/10.47772/IJRISS.2025.903SEDU0205

Grant, A. M. (2017). The third "generation" of workplace coaching: creating a culture of quality conversations. *Coaching: An International Journal of Theory, Research and Practice* 10, 37–53. doi: 10.1080/17521882.2016.1266005

Grant, C., & Osanloo, A. (2014). Understanding, selecting, and integrating a theoretical framework in dissertation research: Creating the blueprint for your "house." *Administrative Issues Journal: Connecting Education, Practice, and Research, 4*(2), 12–26. https://doi.org/10.5929/2014.4.2.9

Groves, K. S. (2007). Integrating leadership development and succession planning best practices. *Journal of Management Development, 26*(3), 239–260. https://doi.org/10.1108/02621710710732146

Groves, K. S. (2017). *The business case for succession management capabilities: Evidence-based strategies for developing talent and sustaining leadership continuity.* Graziadio Business Review, 20(1). Retrieved from https://gbr.pepperdine.edu/2017/01/succession-planning-capabilities/

Groves, K., & Feyerherm, A. (2022). Developing an executive potential model for the new era of work and organizations. Leadership & Organization Development Journal, 43 (6): 978-998.

Guest, G., Bunce, A., & Johnson, L. (2006). *How many interviews are enough? An experiment with data saturation and variability. Field Methods, 18*(1), 59–82. https://doi.org/10.1177/1525822X05279903

Gupta, S., & Bashir, L. (2018). Social networking usage questionnaire: Development and validation in an Indian higher education context. *Turkish Online Journal of Distance Education, 19*(4), 214–227. https://doi.org/10.17718/tojde.471918

Gutterman, A. (2023). Founders and organizational culture. *SSRN Electronic Journal.* https://doi.org/10.2139/ssrn.4601553

Haegele, I. (2022). *Talent hoarding in organizations.* SSRN Electronic Journal. https://doi.org/10.2139/ssrn.3977728

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2011). Multivariate data analysis (7th ed.). Pearson.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). Multivariate data analysis (8th ed.). Cengage Learning.

Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). Moderation analysis. In *Partial least squares structural equation modeling (PLS-SEM) using R* (pp. 155–172). Springer. https://doi.org/10.1007/978-3-030-80519-7_8

Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). An introduction to structural equation modeling. In *Partial least squares structural equation modeling (PLS-SEM) using R* (pp. 1–19). Springer. https://doi.org/10.1007/978-3-030-80519-7_1

Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). A primer on partial least squares structural equation modeling (PLS-SEM) (2nd ed.). SAGE Publications.

Altamimi, H., Liu, Q., & Jimenez, B. S. (2023). Not too much, not too little: Centralization, decentralization, and organizational change. *Journal of Public Administration Research and Theory, 33*(1), 170–185. https://doi.org/10.1093/jopart/muac016

Halliwell, P. R., Mitchell, R. J., and Boyle, B. (2023). Leadership effectiveness through coaching: authentic and change-oriented leadership. *PLoS One* 18:e0294953. doi: 10.1371/journal.pone.0294953

Haralambos, M., & Holborn, M. (2000). *Sociology: Themes and perspectives* (5th ed.). HarperCollins.

Hatidja, S., Syahribulan, S., Thaha, S., Jamaluddin, J., & Azizurrohman, M. (2024). Fostering employee job satisfaction in the hospitality industry: The role of organizational culture, motivation, and appraisals mediated by service innovations – Case of hotels in Bali. *STI Policy and Management Journal, 9*(2), 56-72. https://doi.org/10.14203/STIPM.2024.402

Hayduk, L. A., Cummings, G., Boadu, K., Pazderka-Robinson, H., & Boulianne, S. (2007). Testing! Testing! One, two, three—Testing the theory in structural equation models! Personality and Individual Differences, 42(5), 841–850. https://doi.org/10.1016/j.paid.2006.09.001

Hennink, M., & Kaiser, B. N. (2022). Sample sizes for saturation in qualitative research: A systematic review of empirical tests. Social Science & Medicine, 292, Article 114523. https://doi.org/10.1016/j.socscimed.2021.114523 PubMed+2SCIRP+2SCIRP+2

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science, 43*(1), 115–135. https://doi.org/10.1007/s11747-014-0403-8

Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. In R. R. Sinkovics & P. N. Ghauri (Eds.), New challenges to international marketing (Advances in International Marketing, Vol. 20, pp. 277–319). Emerald Group Publishing Limited. https://doi.org/10.1108/S1474-7979 (2009)0000020014

Hernandez, G. Y., Javier, R., & Capacho, J. (2021). Business survivability: A literary review of internal and external determinants. *Criterio Libre, 18*(32), 261–279. https://doi.org/10.18041/1900-0642/criteriolibre.2020v18n32.7122

Hidayat, I. N., Surya, A. N., Robiyanti, R. R., & Purwaningsih, T. (2022). Strengthening digital literacy to improve MSMEs in supporting the tourism village in Cirumpak, Tangerang Regency. *KREATIF: Journal of Community Service Nusantara*, 2(4), 106–115. https://doi.org/10.55606/kreatif.v2i4.765

Hooper, D., Coughlan, J., & Mullen, M. R. (2008). Structural equation modelling: Guidelines for determining model fit. *Electronic Journal of Business Research Methods, 6*(1), 53–60. https://academic-publishing.org/index.php/ejbrm/article/view/1224

Hosen, S., Hamzah, S. R., Ismail, I. A., Alias, S. N., Abd Aziz, M. F., & Rahman, M. (2024). Training & development, career development, and organizational commitment as the predictor of work performance. *Heliyon, 10*(1), e23903. https://doi.org/10.1016/j.heliyon.2023.e23903

HSMAI / Industry Toolkit (MENTOR). (2023). *The power of mentorships: Workplace mentoring toolkit for the hospitality industry* [Research/industry report]. https://global.hsmai.org/wp-content/uploads/2023/12/Research-Paper_-The-Power-of-Mentorships-December-2023-FINAL-1.pdf https://www.mentoring.org/wp-content/uploads/2023/08/MENTOR-Workplace-Mentoring-Toolkit-for-the-Hospitality-Industry-Summary.pdf

Ibidunni, A. S., Ayeni, A. W. A., Ogundana, O. M., Otokiti, B., & Mohalajeng, L. (2022). Survival during Times of Disruptions: Rethinking Strategies for Enabling Business Viability in the Developing Economy. Sustainability, 14(20), 13549. https://doi.org/10.3390/su142013549

Industrial Development Corporation of South Africa Limited v AYA Investments Uganda Limited (Civil Miscellaneous Application 1104 of 2023) [2023] UGCA 302 (1 November 2023).

Hartung, P. J., Savickas, M. L., & Walsh, W. B. (2015). APA Handbook of Career Intervention. Vol. 1. Foundations. Washington DC: American Psychological Association. https://doi.org/10.1037/14438-000

Isichei, E. E. (2025). *Succession planning and family business transgenerational orientation. Journal of Comprehensive Business Administration Research, 2*(3), 217–225. https://doi.org/10.47852/bonviewJCBAR52024493

Israel, M. (2021). Research ethics and integrity for social scientists: Beyond regulatory compliance. SAGE Publications

Iyamu, E. (2021). Business mentoring and small-scale business survival in Delta State. *International Business Education Journal, 14*(1), 80–90. https://doi.org/10.37134/ibej.vol14.1.7.2021

Jasmine, S., & Nur Kania, T. (2022). The effects of job rotation practices on employee performance: A research on junior managers, senior operations, and operation staff at the defense manufacturing industry in Indonesia. *Journal of Economic Empowerment Strategy (JEES), 5*(1), 27–45. https://doi.org/10.23969/jess.v5i1.4991

Jerab, D., & Mabrouk, T. (2023, September 18). *The role of leadership in changing organizational culture. SSRN Electronic Journal.* https://doi.org/10.2139/ssrn.4574324

Jeske, D., & Linehan, C. (2020). Mentoring and skill development in e-internships. *Journal of Work Applied Management, 12*(2), 245–258. https://doi.org/10.1108/JWAM-09-2019-0028

Jeyaraj, A., & Haran, V. V. (2019). *Organizational e-mentoring and learning: An exploratory study. Information Resources Management Journal, 32*(1), 58–72. https://doi.org/10.4018/IRMJ.2019010104

Jiang, S., Jia, J., Gao, R., & Ma, J. (2025). Guiding hands and peer bonds: Impact of supervisory mentoring and peer coaching on hotel newcomers' job crafting. *Tourism Management, 108*, 105130. https://doi.org/10.1016/j.tourman.2024.105130

Jo, H., & Shin, D. (2025). The impact of recognition, fairness, and leadership on employee outcomes: A large-scale multi-group analysis. *PLoS One, 20*(1), e0312951. https://doi.org/10.1371/journal.pone.0312951

Jyoti, J., & Sharma, P. (2015). Impact of Mentoring Functions on Career Development: Moderating Role of Mentoring Culture and Mentoring Structure. *Global Business Review*, *16*(4), 700–718. https://doi.org/10.1177/0972150915581110

Kakemam, E., & Liang, Z. (2023). Guidance for management competency identification and development in the health context: A systematic scoping review. *BMC Health Services Research, 23*, 421. https://doi.org/10.1186/s12913-023-09404-9

Kakuru, A. B. (2017). *A practical guide to succession for family-owned businesses*. Kampala, Uganda. http://blegscope.com/blog/2014/06/practical-guide-to-succession-forfamily-owned-businesses

Kaleem, I., Muhammad, I. H., & Lukman, T. (2023). Strategic human resource management practices: Insights from hotels in the Upper West Region, Ghana. *International Journal of Management & Entrepreneurship Research, 5*(12), 991–1011. https://doi.org/10.51594/ijmer.v5i12.644

Kampkötter, P., Harbring, C., & Sliwka, D. (2016). Job rotation and employee performance – Evidence from a longitudinal study in the financial services industry. *The International Journal of Human Resource Management, 29*(10), 1–27. https://doi.org/10.1080/09585192.2016.1209227

Kaushik, O. V., & Christine, A. W. (2019). Pragmatism as a research paradigm and its implications for social work research. *Social Sciences, 8*(9), 255. https://doi.org/10.3390/socsci8090255

Kenny, D. A., & McCoach, D. B. (2003). Effect of the number of variables on measures of fit in structural equation modeling. Structural Equation Modeling, 10(3), 333–351. https://doi.org/10.1207/S15328007SEM1003_1

Khalid, R., Abdul Hamid, A. B., Raza, M., Promsivapallop, P., & Valeri, M. (2023). Innovation and organizational learning practices in tourism and hospitality sector: A gender-based perspective. *European Business Review, 35*(5), 814–838. https://doi.org/10.1108/EBR-09-2022-019

Kilson, G. A. (2025). Optimizing Employee Attraction and Retention in Hospitality and Tourism: A Systematic Review of Employer Branding Research. *Administrative Sciences*, *15*(5), 153. https://doi.org/10.3390/admsci15050153

Kim, B., Pleasants, E. A., Sullivan, J. L., & Linsky, A. M. (2025). Mentorship among healthcare researchers: A social network analysis. *Frontiers in Health Services, 5*, Article 1514379. https://doi.org/10.3389/frhs.2025.1514379

Kline, R. B. (1998). Principles and practice of structural equation modeling (1st ed.). The Guilford Press.

Kline, R. B. (2016). Principles and practice of structural equation modeling (4th ed.). The Guilford Press.

Kock, N. (2015). One-tailed or two-tailed P values in PLS-SEM? *International Journal of e-Collaboration, 11*(2), 1–7.

Komunga, E. A. (2025). Business ethical assurance and organizational culture: A study of selected star-rated hotels in Kisumu City, Kenya. *African Journal of Tourism and Hospitality Management, 4*(1), 223–231. https://doi.org/10.37284/ajthm.4.1.3165

Kozak, M. (2018). Determinants of business survivability: Literature review. *International Journal of Synergy and Research, 6*, 183–192. https://doi.org/10.17951/ijsr.2017.0.6.183

Krishna, L. K. R., Ravindran, N., Kwok, H. Y. F., Tan, X. Y., Soh, J., Leong, E. Y. M., ... Ong, S. Y. K. (2025). The impact of mentoring relationships on professional identity formation in medical education: A systematic review. *BMC Medical Education, 25*, 576. https://doi.org/10.1186/s12909-025-07158-y

Kusuma, P. J., Putra, F. I., & Perdana, T. A. (2022). Parsimonious: Initiation of an integrated financial health assessment model in preventing company bankruptcy (Case study: PT Pos Indonesia (Persero) period 2018–2020). *TIJAB (The International Journal of Applied Business)*.

Lam, Y. L. J. (2004). Reconceptualizing a dynamic model of organizational learning for schools. *Journal of Educational Administration*, 42(3), 297-311. https://doi.org/10.1108/09578230410534649

Lacey, M., & Groves, K. (2021). *Approaches to developing high potential talent: Intended and unintended consequences (*pp. 457-470). The Routledge Companion to Talent Management (Ed. Ibraiz Tarique). New York: Taylor & Francis Group.

Lado Sestayo, R., Vivel Búa, M., & Otero González, L. (2016). Survival in the lodging sector: An analysis at the firm and location levels. *International Journal of Hospitality Management, 59*, 19–30. https://doi.org/10.1016/j.ijhm.2016.08.005

Lasisi, T. T., Constanţa, E., & Eluwole, K. K. (2022). Workplace favoritism and workforce sustainability: An analysis of employees' well-being. *Sustainability, 14*(22), 14991. https://doi.org/10.3390/su142214991

Lazear, P.E. and Rosen, S. (1981). Rank-Order Tournaments as Optimum Labor Contracts. *Journal of Political Economy*, 89(5), 841-864.

Le, L. H., Hancer, M., Chaulagain, S., & Pham, P. (2023). Reducing hotel employee turnover intention by promoting pride in job and meaning of work*: A cross-cultural perspective. International Journal of Hospitality Management, 109,* 103409. https://doi.org/10.1016/j.ijhm.2022.103409

Lee, K.-J., & Choi, S.-Y. (2022). Effects of organizational culture on employer attractiveness of hotel firms: Topic modeling approach. *Journal of Complexity*, Article ID 4402673. https://doi.org/10.1155/2022/4402673

Liew, J., Chung, K. K. H., & Lam, C. B. (2022). If culture is all around us, where is it in our theories and our research? *Early Education and Development, 33*(5), 739–745. https://doi.org/10.1080/10409289.2022.2078618

Liu, C.-W., Zhuang, W.-L., Leong, A. M. W., Wu, S.-C., & Huan, T.-C. (2024). The impact of mentorship on internship satisfaction among hospitality interns: The moderating role of thriving at work. *The International Journal of Management Education, 22*(3), 101061. https://doi.org/10.1016/j.ijme.2024.101061

López-Gutiérrez, C., Sanfilippo-Azofra, S., & Torre-Olmo, B. (2015). Investment decisions of companies in financial distress. *Business Research Quarterly, 18*, 174–187.

Los Angeles Times. (1934, August 22). *Status of Breakers' Hotel told: Bondholders' committee reports eleven months' operating loss. Los Angeles Times.*

Lucifora, C., & Origo, F. (2022). Performance-related pay and productivity. *IZA World of Labor*, (152). https://doi.org/10.15185/izawol.152.v2

Lujja, A., & Katamba, M. (2023). Family businesses in Uganda: Insights on family business failure and the role of organizational culture. *1*(1), 1–11. https://ojs.unud.ac.id/index.php/EEB/index

Lup, D. (2018). Something to celebrate (or not): The differing impact of promotion to manager on the job satisfaction of women and men. *Work, Employment and Society, 32*(2), 407–425. https://doi.org/10.1177/0950017017713932

Luu, T. M. N., Mai, N. P., Dang, T. H., & Vu, T. M. H. (2022). The impact of internal marketing on employee satisfaction in the Vietnamese telecommunication industry. *Contemporary Economics, 16*(4), 424–442. https://doi.org/10.5709/ce.1897-9254.492

Mackie, J., & Musah, M. (2025). *Entrepreneurship education and business mentoring as tools for sustainable development.* https://doi.org/10.13140/RG.2.2.34441.71525

Manzoor, M., Dhand, S., & Pandey, A. (2025, March). The role of innovation culture in enhancing employee engagement: Evidence from selected IT firms. *Journal of Neonatal Surgery, 14*(5S), 676–684. https://doi.org/10.52783/jns.v14.2117

Marzano, G., & Zorzi, S. (2020). Communication skills for mentors in social business. In *Society. Integration. Education: Proceedings of the International Scientific Conference, 5*, 213–220. https://doi.org/10.17770/sie2020vol5.4868

Matete, M. N., & Kilika, J. (2023). The role of organizational culture dimension in business recovery: A post-COVID-19 perspective in the hotel industry in Kenya. International Journal of Research in Business and Social Science, 12(9), 144–159. https://doi.org/10.20525/ijrbs.v12i9.3050

Matira, K. M., & Awolusi, O. D. (2020). Leaders and Managers Styles towards Employee Centricity: A Study of Hospitality Industry in United Arab Emirates. *Information Management and Business Review*, *12*(1(I), 1-21. https://doi.org/10.22610/imbr.v12i1(I).2891

Mavuso, D., Maponyane, T., Pooe, R. I. D., & Munyanyi, W. (2020). Leveraging organisational culture for employee-based brand equity in a South African hotel brand. University of Johannesburg Institutional Repository. https://hdl.handle.net/10210/4583

McDonald, R. P., & Ho, M.-H. R. (2002). Principles and practice in reporting structural equation analyses. *Psychological Methods,* 7(1), 64–82. https://doi.org/10.1037/1082-989X.7.1.64

Mehrtak, M., Farzaneh, E., Habibzadeh, S., Kamran, A., Zandian, H., & Mahdavi, A. (2017). Explaining the role of organizational culture on succession planning at the Ministry of Health and Medical Education: A qualitative study. *Electronic Physician, 9*(11), 5806–5813. https://doi.org/10.19082/5806

Melián-Alzola, L., Fernández-Monroy, M., & Hidalgo-Peñate, M. (2020). Hotels in contexts of uncertainty: Measuring organisational resilience. *Tourism Management Perspectives, 36,* 100747. https://doi.org/10.1016/j.tmp.2020.100747

Michalkova, L., Valaskova, K., Michalikova, K. F., & Constantin, A. D. (2018). The holistic view of the symptoms of financial health of businesses.

Miles, J., & Shevlin, M. (2007). *Applying regression and correlation: A guide for students and researchers.* SAGE Publications.

Ministry of Tourism, Wildlife and Antiquities. (2021). Annual tourism sector performance report 2020/2021. Government of Uganda

Ministry of Tourism, Wildlife and Antiquities. (2024). *Annual tourism sector performance report 2023/2024.* Government of Uganda.

Ministry of Tourism, Wildlife and Antiquities. (2025, April 17). *Uganda's tourism sector hits record high of US$1.28 billion in 2024.* https://www.tourism.go.ug/single-post/uganda-s-tourism-sector-hits-record-high-of-us-1-28-billion-in-2024

Ministry of Tourism, Wildlife, and Antiquities. (2020). *Hotel and accommodation statistics survey analytical report for 2020.*

Ministry of Trade, Industry and Cooperatives. (2025, January 27). *State of Entrepreneurship in Uganda 2024 report.* Ministry of Trade, Industry and Cooperatives. https://www.mtic.go.ug/wp-content/uploads/2019/09/Uganda-Entreprenuership-Index-report_Final.pdf

Ministry of Trade, Industry and Cooperatives. (2025, January 27). *State of Entrepreneurship in Uganda 2024* (Entrepreneurship Index Report). Government of Uganda. Retrieved from https://www.mtic.go.ug/launch-the-state-of-entrepreneurship-in-uganda-2024-report

Mishra, S. (2025). The extremely essential milestone for an employee in an organization—symbolizing growth, recognition & new opportunities: A focus on employee promotion & organization elevation. *International Journal of Progressive Research in Engineering Management and Science*, 5(3), 2010–2022. https://doi.org/10.58257/IJPREMS39339

Mitragotri, S. (2022). Leadership transition. *Bioengineering & Translational Medicine, 8.* https://doi.org/10.1002/btm2.10422

Mpungose, B., Phaladi, M. P., Chisita, C. T., Omarsaib, M., & Mhlongo, P. M. (2025). Exploring knowledge transfer and retention strategies for postgraduate supervisors in higher education institutions: A global perspective. *Global Knowledge, Memory and Communication, 74*(11), 178-196. https://doi.org/10.1108/GKMC-08-2024-0556

Muhamad Azmi, M. 'A. S., Ibrahim, M. A. A., Mohd Shukor, M. S. H., Abdul Rahim, A. A. I., Puteh, F., & Ahmad Kamal, A. N. (2025). Succession planning for organisational survival: Challenges and recommendations. *Journal of Business Management and Accounting, 15*(1), Article 1. https://doi.org/10.32890/jbma2025.15.1.1

Muheebwa, F. P., Nansamba, H., Kugonza, G., & Mawenu, R. (2018). Corporate culture as a tool for competitive advantage of small and medium enterprises in Uganda: A case study of the tourism and hospitality sector. *Scholars Journal of Economics, Business and Management, 5*(10), 972–976. https://doi.org/10.36347/sjebm.2018.v05i10.008

Muhtasom, A., Ab. Ahmad, & Rahman, K. Y. (2020, October 22). *Starred hotels organizational change: Facing the transformation of hospitality industry.* In *Proceedings of the Brawijaya International Conference on Multidisciplinary Sciences and Technology (BICMST 2020)* (pp. 222–225). Atlantis Press. https://doi.org/10.2991/assehr.k.201021.053

Muhwezi, K., & Kiliman, N. (2023). Survival of Uganda's small and medium businesses in a Cox model. *African Journal of Business Planning, 17*(5), 98–105. https://doi.org/10.5897/AJBM2023.9452

Mulat, G., & Singh, D. (2023). The role of developing individual leaders to enhance organizational performance: The human capital perspective. *European Journal of Business and Management Research, 8*(3), 168–175. https://doi.org/10.24018/ejbmr.2023.8.3.1933

Mullen, C. A., & Klimaitis, C. C. (2021). Defining mentoring: A literature review of issues, types, and applications. *Annals of the New York Academy of Sciences, 1483*(1), 19–35. https://doi.org/10.1111/nyas.14176

Musoke, A., & Pule, S. (2024). Organizational work culture and employee turnover amongst selected hotels in Kampala, Uganda. *International Journal of Tourism and Hotel Management, 6*(2), 127–137. https://doi.org/10.22271/27069583.2024.v6.i2b.114

Mutambayi, R. M. (2016). *A statistical analysis of students' attitudes towards statistics: A case study of undergraduate Bachelor of Science students at the University of Fort Hare. International Journal of Educational Sciences, 14*(3), 263–268. https://doi.org/10.31901/24566322.2016/14.03.13

Mutale, W., Nzala, S. H., Martin, M. H., Rose, E. S., Heimburger, D. C., & Goma, F. M. (2023). Accelerating organizational change to build mentorship culture in Zambian universities. *Annals of Global Health, 89*(1), Article 15. https://doi.org/10.5334/aogh.4032

Mwesigwa, D. (2018). Enhancing employee performance using selected leadership styles of middle-line managers in the hospitality industry in Mid-Western Uganda. *Journal of Hospitality Management and Tourism*, 9(3), 25-35. https://doi.org/10.5897/JHMT2018.0243

Nafchi, M. Z., & Mohelská, H. (2020). Organizational culture as an indication of readiness. *Information, 11*, 174.

Nalin B. De V. Gunasekara, S., Sukri, S., Khatibi, A., & Azam, F. (2020). The impact of organizational culture on business performance in star class hotels of Sri Lanka. *European Journal of Management and Marketing Studies, 5*(1). https://doi.org/10.5281/zenodo.3666795

Napolitano, M.R., Marino, V. & Ojala, J. (2015). In search of an integrated framework of business longevity. *Business History*, vol. 57(7), pp. 955–969. DOI:10.1080/00076791.2014.993613

Nasar, A., Nugraha, Y. E., Nasaruddin, N., & Edu, S. E. (2023). The effect of job promotion and job characteristics on employee performance mediated by job satisfaction: Case study at ASTON Kupang Hotel & Convention Center. In *Proceedings of the International Conference on Applied Science and Technology on Social Science 2023 (iCAST-SS 2023), Advances in Social Science, Education and Humanities Research* (Vol. 817, pp. 125–135). Atlantis Press. https://doi.org/10.2991/978-2-38476-202-6_15

National Academies of Sciences, Engineering, and Medicine. (2019). *The science of effective mentorship in STEMM*. Washington, DC: National Academies Press. https://doi.org/10.17226/25568

National Institutes of Health (NIH). (2021). *Succession: A step-by-step guide*. https://hr.nih.gov/sites/default/files/public/documents/2021-03/Succession_Step_by_Step_Guide.pdf

Neupane, R. (2015). Effects of Coaching and Mentoring on Employee Performance in the UK Hotel Industry. *International Journal of Social Sciences and Management*, *2*(2), 123–138. https://doi.org/10.3126/ijssm.v2i2.12323

Ngatimun, N. (2023). The effect of job rotation on employee performance with motivation as a mediating variable. *International Journal of Science Technology & Management, 4*(6), 1676–1683.

Nicmanis, M. (2024). *Reflexive content analysis: An approach to qualitative data analysis, reduction, and description. International Journal of Qualitative Methods, 23*(6). https://doi.org/10.1177/16094069241236603

Nieves, J., & Haller, S. (2014). Building dynamic capabilities through knowledge resources. *Tourism Management, 40*, 224–232. https://doi.org/10.1016/j.tourman.2013.06.010

Njenga, L. M., & Kamaara, M. (2024). Reward strategies and employee retention in the hospitality industry in Nairobi City County, Kenya. *International Journal of Social Sciences Management and Entrepreneurship*, *8*(2), 613–625. © SAGE Global Publishers.

Nkundabanyanga, S. K., Mugumya, E., Nalukenge, I., Muhwezi, M., & Najjemba, G. M. (2020). Firm characteristics, innovation, financial resilience and survival of financial institutions. *Journal of Accounting in Emerging Economies, 10*(1), 48–73. https://doi.org/10.1108/JAEE-08-2018-0094

Nolan, C. T., & Garavan, T. N. (2019). External and internal networks and access to HRD resources in small professional service firms. *Human Resource Development International*. https://doi.org/10.1080/13678868.2019.1625853

Obara, H., Saiki, T., Imafuku, R., & Fujisaki, K. (2021). Influence of national culture on mentoring relationship: A qualitative study of Japanese physician-scientists. *BMC Medical Education, 21*(1), Article 2744. https://doi.org/10.1186/s12909-021-02744-2

Oboreh, L. E. (2021). *Effect of innovative culture on firm performance in multinational companies in Port Harcourt. International Journal of Management and Entrepreneurship (IJME), 3*(1), 248–255.* https://scispace.com/pdf/effect-of-innovative-culture-on-firm-performance-in-4fgqw0jzy9.pdf

Okoh, E. E., Worlu, R. E., Oyewunmi, O. A., & Falola, H. O. (2021). The moderating effect of succession planning on inheritance culture and business survival of selected family-owned schools in South-West, Nigeria. *Academy of Entrepreneurship Journal, 27*(4), 1–17.

Onwuegbuzie, A. J., & Collins, K. M. T. (2007). A typology of mixed methods sampling designs in social science research. *The Qualitative Report*, 12(2), 281–316. https://doi.org/10.46743/2160-3715/2007.1638

Onwuegbuzie, A. J., & Collins, K. M. T. (2015). A typology of mixed methods sampling designs in social science research. *The Qualitative Report, 12*(2), 281–316. https://doi.org/10.46743/2160-3715/2007.1638

Onwuegbuzie, A. J., & Leech, N. L. (2006). Linking research questions to mixed methods data analysis procedures. *The Qualitative Report, 11*(3), 474–498. https://www.nova.edu/ssss/QR/QR11-3/onwuegbuzie.pdf

Onyebuchi, O. (2018). *Human capital development and organizational survival: A theoretical review. International Journal of Management and Sustainability, 7*(4), 194–203. https://doi.org/10.18488/journal.11.2018.74.194.203

Opus Business Advisory Group. (2024, June). *Hospitality sector report – A continued decline in sector finances.* https://opusllp.com/report/hospitality-sector-report-a-continued-decline-in-sector-finances

Osita, F. C., Anoke, A. F., Eze, S. U., & Onuzulike-Chukwuemeka, N. (2021). Organizational culture and hotel-quality services delivery in Enugu Metropolis, Enugu, Nigeria. *International Journal of Social Science and Human Research, 4*(8), 2204–2210. https://doi.org/10.47191/ijsshr/v4-i8-36

Otto, S., Dekker, V., Dekker, H., Richter, D., & Zabel, S. (2021). The joy of gratifications: Promotion as a short-term boost or long-term success – The same for women and men? *Human Resource Management Journal, 32*(4), 903–919. https://doi.org/10.1111/1748-8583.12402

Ozili, P. K. (2022, June). *The acceptable R-square in empirical modelling for social science research.* SSRN Electronic Journal. https://doi.org/10.2139/ssrn.4128165

Pancasila, I., Haryono, S., & Sulistyo, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *Journal of Asian Finance, Economics and Business, 7*(6), 387–397. https://doi.org/10.13106/jafeb.2020.vol7.no6.387

Panza, L., Ville, S. P., & Merre, D. (2017). The drivers of firm longevity: Age, size, profitability and survivorship of Australian corporations, 1901–1930. *Business History, 60*(5), 1–21. https://doi.org/10.1080/00076791.2017.1293041

Parker, K., & Horowitz, J. M. (2022). *Majority of Workers Who Quit a Job in 2021 Cite Low Pay, No Opportunities for Advancement, Feeling Disrespected.* Pew Research Center. https://www.pewresearch.org/short-reads/2022/03/09/majority-of-workers-who-quit-a-job-in-2021-cite-low-pay-no-opportunities-for-advancement-feeling-disrespected

Patton, M. Q. (2005). Qualitative research. In B. S. Everitt & D. C. Howell (Eds.), *Encyclopedia of statistics in behavioral science.* Wiley. https://doi.org/10.1002/0470013192.bsa514

Peprah, P., & Peprah, W. K. (2024). Gender difference on internal equity: Evidence from the hospitality industry in Ghana. *Archives of Business Research, 12*(1), 71–77. https://doi.org/10.14738/abr.121.16312

Pereira-Moliner, J., Molina-Azorín, J. F., Tarí, J. J., López-Gamero, M. D., & Pertursa-Ortega, E. M. (2021). How do dynamic capabilities explain hotel performance? *International Journal of Hospitality Management, 98*, 103023. https://doi.org/10.1016/j.ijhm.2021.103023

Phillips, L. K. (2020). Concept analysis: Succession planning. *Nursing Forum, 55*(4), 730–736. https://doi.org/10.1111/nuf.12490

Pila, M., Schultz, C., & Dachapalli, L.-A. (2016). Factors related to succession planning in a government department in Gauteng. *Problems and Perspectives in Management, 14*(4), 145–153. https://doi.org/10.21511/ppm.14(4).2016.01

Pluye, P., Gagnon, M. P., Griffiths, F., & Johnson-Lafleur, J. (2009). A scoring system for appraising mixed-methods research and concomitantly appraising qualitative, quantitative, and mixed-methods primary studies in mixed-methods reviews. *Practical Assessment, Research, and Evaluation, 15*(1). https://doi.org/10.7275/959jky83

Polit, D. F., & Beck, C. T. (2013). *Essentials of nursing research: Appraising evidence for nursing practice (8th ed.).* Wolters Kluwer Health/Lippincott Williams & Wilkins.

Popely, D., Krause, M., Kang, W., & Romer, P. (2021). The future of hospitality planning: Preparing students for a changing industry. *Kendall College Research, 2*. https://digitalcommons.nl.edu/

Prasanth, S. (2015). Training and development in the hotel industry. *Shanlax International Journal of Management, 27*(4), 1635–1637.

PricewaterhouseCoopers (PwC). (2021). *From trust to impact: East Africa family business survey 2021*. https://www.pwc.com/ug/en/publications/east-africa-family-business-survey.html

Promise-Elechi, K. (2023). *Talent development and firm resilience of hotels in Port Harcourt. Research Journal of Management Practice, 3*(6), 40–55. https://www.ijaar.org/rjmp

Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. (2000). Adaptability in the workplace: Development of a taxonomy of adaptive performance. *Journal of Applied Psychology, 85*(4), 612–624. https://doi.org/10.1037/0021-9010.85.4.612

Qaissi, A. (2024). Exploring thematic analysis in qualitative research. In *Data collection and analysis in scientific qualitative research* (pp. 42). IGI Global. https://doi.org/10.4018/979-8-3693-8689-7.ch010

Qazi, S., Shrivastava, P., Upadhyaya, A., Shukla, A., Bharadwaj, V., & Paras, P. K. (2025). The role of succession planning in private organisations. *Journal of Information Systems Engineering and Management, 10*(49s), Article 904. https://www.jisem-journal.com/

Qiang, X., Balakrishna, S., & Omar Din, N. (2024). The effects of bureaucratic, innovative, and supportive cultures on employee satisfaction in selected retail enterprises of Shanghai, China. *International Journal of Multidisciplinary Research & Reviews, 3*(2), 136-155. https://doi.org/10.56815/IJMRR.V3I2.2024/136-155

Rachel, S, M. (2024). Beyond the cubicles: Decoding the dynamics of organizational behaviour Paripex Ind. J. Res. (2024), 10.36106/paripex/5904312

Ramart, P. (2025). Developing a competency framework for enhancing service excellence among hospitality employees in Thailand. *Journal of System and Management Sciences, 15*(1), 194–203. https://doi.org/10.33168/JSMS.2025.0112

Raras, P. N., Oktaria, E. T., A.A, I., Barusman, A. R. P., & Habiburahman, H. (2024). Hospitality Management Competence. *International Journal Of Education, Social Studies, And Management (IJESSM), 4*(2), 613–624. https://doi.org/10.52121/ijessm.v4i2.319

Rawashdeh, A.M. and Tamimi, S.A. (2020), "The impact of employee perceptions of training on organizational commitment and turnover intention: An empirical study of nurses in Jordanian hospitals", *European Journal of Training and Development*, Vol. 44 No. 2/3, pp. 191-207. https://doi.org/10.1108/EJTD-07-2019-0112

Razali, N. S. M., Zahari, M. S. M., Ismail, T. A. T., & Jasim, A. R. (2018). Relationship between organizational culture and job loyalty among five-star and four-star hotel employees. International Journal of Academic Research in Business and Social Sciences, 8(15), 14–32. https://doi.org/10.6007/IJARBSS/v8-i15/5090W

Reidhead, C. (2020). Impact of organizational culture on employee satisfaction: A case of Hilton Hotel, United Kingdom. *Journal of Economics and Business, 3*(1), 1–7. https://doi.org/10.31014/aior.1992.03.01.193

Resnik, D. B. (2019). *The ethics of research with human subjects: Protecting people, advancing science, promoting trust*. Springer.

Rhyne, E. (2020). *Measuring financial health: What policymakers need to know* [Report]. Insight2Impact. https://cenfri.org/wp-content/uploads/Measuring-Financial-Health.pdf

Richards, M. G., Hastings, D. E., Rhodes, D. H., Ross, A. M., & Weigel, A. L. (2009). *Design for survivability: Concept generation and evaluation in dynamic tradespace exploration* (Second International Symposium on Engineering Systems, 15). http://seari.mit.edu/documents/preprints/RICHARDS_ESD09.pdf

Riesner, S., Altnau, C., Romano Berner, M., Skraba, A., Ajiri, D., & Kopac, L. (2025). *Employee training as a support for the professional development of the company.* Journal of Lifestyle and SDGs Review, 5(3), e05401. https://doi.org/10.47172/2965-730X.SDGsReview.v5.n03.pe05401

Robert, B. (2024, July 4). *Why soft skills are the new hard skills in hospitality*. EHL Education Consulting. https://educationconsulting.ehl.edu/news-events/soft-skills-hard-skills-hospitality

Robianto, F., Masdupi, E., & Syahrizal. (2020). The effect of career development, compensation, work environment and job satisfaction on work engagement. *Proceedings of the 4th Padang International Conference on Education, Economics, Business and Accounting (PICEEBA-2 2019), Advances in Economics, Business and Management Research, 124*, 737–748. https://doi.org/10.2991/aebmr.k.200305.140.

Rothwell, W. J. (2010). *Effective succession planning: Ensuring leadership continuity and building talent from within* (4th ed.). AMACOM

Rothwell, W. J. (2023). *Effective succession planning* (5th ed.). AMACOM. https://www.harpercollinsleadership.com/9781400232420/effective-succession-planning

Saan, R., Enu-Kwesi, F., & Nyewie, R. F. (2018). Factors influencing succession planning for continuity of family-owned businesses in the Wa Municipality, Ghana. *Universal Journal of Management, 6*(5), 165–177. https://doi.org/10.13189/ujm.2018.060504

Said, N. S. M., Mansor, F. A., & Omar Ali, S. R. (2025, April 17). The impact of training and development on organizational performance. *International Journal of Research and Innovation in Social Science (IJRISS*), 9(3), 3859–3865. https://dx.doi.org/10.47772/IJRISS.2025.90300306

Santos, V., Simão, P., Reis, I., Sampaio, M. C., Martinho, F., & Sousa, B. (2023). Ethics and Sustainability in Hospitality Employer Branding. *Administrative Sciences, 13*(9), 202. https://doi.org/10.3390/admsci13090202

Sathyanarayana, S., & Mohanasundaram, T. (2024). Fit indices in structural equation modeling and confirmatory factor analysis: Reporting guidelines. *Asian Journal of Economics, Business and Accounting, 24*(7), 561–577. https://doi.org/10.9734/ajeba/2024/v24i71430

Saunders, M. N. K., Lewis, P., & Thornhill, A. (2023). *Research methods for business students* (9th ed.). Pearson Education Limited.

Saunders, M.N.K., Lewis, P. and Thornhill, A. (2019) *Research Methods for Business Students.* 8th Edition, Pearson, New York.

Saxena, S. K. (2019, June). Training methods used for development of employees in the hotel industry. *International Journal of Management, IT & Engineering, 9*(6). ISSN 2249-0558.

Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.

Schein, E. H., & Schein, P. A. (2017). *Organizational culture and leadership* (5th ed.). Wiley.

Schumacker, R. E., Lomax, R. G., & St. Cahyono. (2022). *A beginner's guide to structural equation modeling.* ResearchGate. https://www.researchgate.net/publication/362079746_A_beginner%27s_Guide_to_Structural_Equation_Modeling

SCORE. (2018, Spring). Business mentoring increases start-up and survival rates: Women entrepreneurs benefit from mentoring regardless of their mentor's gender [The Megaphone of Main Street data report]. https://www.multivu.com/players/English/83355241-score-business-mentoring-increases-small-business-success/

Sott, M. K., & Bender, M. S. (2025). *The role of adaptive leadership in times of crisis: A systematic review and conceptual framework. Merits*, 5(1), 2. https://doi.org/10.3390/merits5010002

Seeberg, K. G. V., Stilling, M. N., Vinstrup, J., Sundstrup, E., Mortensen, O. S., & Andersen, L. L. (2025). *Importance of skills development on labour market participation among workers aged 35 or older: A systematic review of prospective cohort studies. BMC Public Health, 25,* 3125. https://doi.org/10.1186/s12889-025-23874-y

Sekaran, U., & Bougie, R. (2020). *Research methods for business: A skill-building approach* (8th ed.). Wiley.

Senjovu, D. K., Naikoba, S., Mugabe, P., et al. (2021). Retention of knowledge and clinical competence among Ugandan mid-level health providers 1 year after intensive clinical mentorship in TB and HIV management. *Human Resources for Health, 19*, 150. https://doi.org/10.1186/s12960-021-00693-x

Senou, J. (2023). *Organizational culture and promotion systems* (Master's thesis, Universidade Católica Portuguesa). Católica Lisbon School of Business and Economics. https://repositorio.ucp.pt/bitstream/10400.14/42182/1/Jonathan%20Senou%20Thesis%202022-2023.pdf

Setyawati, N. W., Woelandari, D. S. P. G., & Rianto, M. R. (2022). Career development, motivation and promotion on employee performance. *East Asian Journal of Multidisciplinary Research, 1*(9), 1957–1970. https://doi.org/10.55927/eajmr.v1i9.1453

Shakya, S. (2024). Effects of promotion, training and compensation on employee retention in commercial banks in Nepal. *The Gaze Journal of Tourism and Hospitality, 14*(1), 107–115. https://doi.org/10.3126/gaze.v14i1.81712

Simanavicius, A., Jasinskas, E., & Svagzdiene, B. (2015). Risk assessment models in the tourism sector. *Amfiteatru Economic Journal, 17*(39), 836–844.

Singh, A., & Ansari, A. (2024). Role of training and development in employee motivation: Tourism and hospitality sector. In *Advances in Human Resource Management for the Tourism and Hospitality Industry* (pp. 1–18). IGI Global. https://doi.org/10.4018/978-8-3693-1674-0.ch011

Soegiarto, I., Rahmadhani, M. V., Ainul Arifah, N. J., & Ilham, I. (2024, July 21). Effects of leadership development programs, mentorship, and employee empowerment on organizational performance. *International Journal of Business, Law and Education,* 5(2), Article 1923. https://doi.org/10.56442/ijble.v5i2.755

Soegiarto, I., Sihite, M., & Usmany, P. (2024). The influence of training and development programs, job autonomy, and organizational culture on employee job satisfaction and performance. *International Journal of Business Law and Education, 5*(2), 1577–1583. https://doi.org/10.56442/ijble.v5i2.596

Soelistyawati, Soelistyawati & Mujanah, Siti & Ridwan, Mochammad. (2024). Succession planning and family business longevity: a study on currency exchange companies. *Manajemen dan Bisnis.* 23. 296. 10.24123/mabis.v23i2.764.

Sørensen, P. (2017). What research on learning transfer can teach about improving the impact of leadership-development initiatives. *Consulting Psychology Journal: Practice and Research, 69*(1), 47–62. https://doi.org/10.1037/cpb0000072

Stoffers, J., Eringa, K., Niks, J., & Kleefstra, A. (2021). Workplace Innovation and Organizational Performance in the Hospitality Industry. *Sustainability*, *13*(11), 5847. https://doi.org/10.3390/su13115847

Stone, M. (1974). Cross-validatory choice and assessment of statistical predictions. *Journal of the Royal Statistical Society: Series B (Methodological),* 36(2), 111–147.

Suhr, D. D. (2000). *An investigation of mathematics and reading achievement of 5-through 14-year olds using latent growth curve methodology* (Doctoral dissertation). Dissertation Abstracts International: Section A, Humanities and Social Sciences, **60**(12-A), 4323. University Microfilms International.

Sujati, H., Sajidan, Akhyar, M., & Gunarhadi. (2020). Testing the construct validity and reliability of curiosity scale using confirmatory factor analysis. *Journal of Educational and Social Research, 10*(4), 229–237. https://doi.org/10.36941/JESR-2020-0080

Suleman, A.-R., Bingab, B. B. B., Boakye, K. O., & Sam-Mensah, R. (2022). Job Rotation Practices and Employees Performance: Do Job Satisfaction and Organizational Commitment Matter?. *SEISENSE Business Review*, *2*(1), 13-27. https://doi.org/10.33215/sbr.v2i1.730

Sulistyowati, R., Sudarwanto, T., Rakhmawati, D. Y., & Maula, F. I. (2024, September). Enhancing entrepreneurial intentions among vocational high school students in online business and marketing in East Java, Indonesia: The role of passion, education, and entrepreneurial skills in supporting SDGs. *E3S Web of Conferences, 568*, 04003. https://doi.org/10.1051/e3sconf/202456804003

Sullivan, J. H., Warkentin, M., & Wallace, L. (2021). So many ways for assessing outliers: What really works and does it matter? *Journal of Business Research, 132*, 530–543. https://doi.org/10.1016/j.jbusres.2021.03.066

Sungthong, S., Meesook, K., Aujirapongpan, S., Agmapisarn, C., & Yordudom, T. (2025). Strategic learning and agility on performance in Thai hotels. *TEM Journal*, *14*(1), 353–364. https://doi.org/10.18421/TEM141-31

Tabachnick, B. G., & Fidell, L. S. (2001). *Using multivariate statistics* (4th ed.). Allyn & Bacon.

Tabachnick, B. G., & Fidell, L. S. (2007). *Using multivariate statistics* (5th ed.). Pearson.

Tabachnick, B. G., & Fidell, L. S. (2019). *Using multivariate statistics (7th ed.).* Pearson.

Taha, M., & Espino-Rodríguez, T. (2020). The impact of the organizational culture on hotel outsourcing and sustainable performance: An empirical application in the Egyptian hotel sector. *Sustainability, 12*(22), Article 9687. https://doi.org/10.3390/su12229687

Taherdoost, H. (2016). Validity and reliability of the research instrument: How to test the validation of a questionnaire/survey in research. *International Journal of Academic Research in Management (IJARM), 5*(3), 28–36. https://hal.science/hal-02546799

Tajeddini, K., Martin, E., & Ali, A. (2020). Enhancing hospitality business performance: The role of entrepreneurial orientation and networking ties in a dynamic environment. *International Journal of Hospitality Management, 90,* 102605. https://doi.org/10.1016/j.ijhm.2020.102605

Talaja, A., Podrug, D., & Brešković, L. (2023). The role of organizational culture and employee satisfaction in managing change: The case from the hotel industry. *Tourism in Southern and Eastern Europe*, *7*, 409–423.

Tasoulis, K., Pappas, I. O., Vlachos, P., & Oruh, E. S. (2024). Employee reactions to planned organizational culture change: A configurational perspective. *Human Relations*, *77*(9), 1272–1305. https://doi.org/10.1177/00187267231183305

Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal, 28*(13), 1319–1350. https://doi.org/10.1002/smj.640

Teece, D. J. (2014). A dynamic capabilities-based entrepreneurial theory of the multinational enterprise. *Journal of International Business Studies*, 45, 8–37. https://doi.org/10.1057/jibs.2013.54

Teece, D. J. (2016). Dynamic capabilities and entrepreneurial management in large organizations: Toward a theory of the (entrepreneurial) firm. *European Economic Review,* 86, 202–216. https://doi.org/10.1016/j.euroecorev.2015.11.006

Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning, 51*(1), 40–49. https://doi.org/10.1016/j.lrp.2017.06.007

Teece, D. J. (2025, May 22). Understanding dynamic competition: New perspectives on potential competition, 'monopoly,' and market power. *Antitrust Law Journal. [Forthcoming]*

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal, 18*(7), 509–533. https://doi.org/10.1002/(SICI)1097-0266(199708)18:7

Tomprou, M., Simosi, M., & Rousseau, D. M. (2022). Managerial pay raise and promotion decisions for workers with I-deals. *Group & Organization Management, 48*(1), 31–79. https://doi.org/10.1177/10596011221086108

Tugume, A. R., & Basheka, B. C**.** (2016). Organizational communication, culture, and commitment and employee performance in university faculties: Implications from Makerere University College of Computing and Information. *International Journal of Technology and Management Sciences, 1*(1), 1–11. http://ijotm.utamu.ac.ug/index.php/ijotm/article/view/1

Tumuhairwe, J., & Nyakundi, A. O. (2025). *Influence of career development on retention of employees in private universities: A case of Ankole Western University, Uganda. IDOSR Journal of Humanities and Social Sciences, 10*(1), 1–11. https://doi.org/10.59298/IDOSRJHSS/2025/10111130000

U.S. Small Business Administration. (2019). *SBA annual report FY 2019.* Small Business Innovation Research (SBIR). **h**ttps://www.sbir.gov/sites/default/files/2022-06/SBA%20FY%202019%20Annual%20Report%20Final_508compliant.pdf

Udayar, S., Urbanavičiūtė, I., Maggiori, C., et al. (2024). Does promotion foster career sustainability? A comparative three-wave study on the role of promotion in work stress, job satisfaction, and career-related performance. International Journal for Educational and Vocational Guidance. https://doi.org/10.1007/s10775-024-09694-3

Uganda Bureau of Statistics (UBOS). (2020). *Statistical abstract 2020.* https://www.ubos.org/wpcontent/uploads/publications/11_2020STATISTICAL__ABSTRACT_2020.pdf

Uganda Bureau of Statistics (UBOS). (2021). *Uganda national household survey 2019/2020*. Kampala, Uganda.

Uganda Bureau of Statistics. (2024). *Statistical abstract 2024*. UBOS.

Uganda Hotel Owners Association (UHOA). (2023, July 10). National apprenticeship scheme. https://www.ugandahotels.org/national-apprenticeship-scheme .

Uganda Hotel Owners' Association. (2023). *Uganda hotel guide 2023–2024.*

Uher, J. Measurement in metrology, psychology and social sciences: data generation traceability and numerical traceability as basic methodological principles applicable across sciences. *Qual Quant* 54, 975–1004 (2020). https://doi.org/10.1007/s11135-020-00970-2

Varavallo, G., Scarpetti, G., & Barbera, F. (2023). *The moral economy of the great resignation. Humanities and Social Sciences Communications*, 10, 587. https://doi.org/10.1057/s41599-023-02087

Visentin, M., Reis, R. S., Cappiello, G., & Casoli, D. (2021). Sensing the virus: How social capital enhances hoteliers' ability to cope with COVID-19. *International Journal of Hospitality Management, 94,* 102820. https://doi.org/10.1016/j.ijhm.2020.102820

Vu, G. T. H., Nguyen, T. D., & Le, T. P. (2025). Transformational leadership and innovative work behaviors: The mediating effects of psychological empowerment and work engagement. *SAGE Open, 15*(2). https://doi.org/10.1177/21582440251335464

Waako, F., & Korir, J. (2024). Analysis on family business and succession planning in hotel and hospitality sector in Uganda: A case of White Horse Inn Kabale. Journal of Hospitality and Tourism, 4(4), 1–22. https://doi.org/10.47672/jht.2494

Wahab, E. O., & Jawando, J. O. (2008). *The effects of bureaucracy and its implications for adhocracy in the workplace: A study of Lagos State University*. International Journal of Development and Management Review. Retrieved from https://scispace.com/pdf/the-effects-of-bureaucracy-and-its-implications-for-1r6nx8r5yn.pdf

Wang, X., Wen, X., Paşamehmetoğlu, A., & Guchait, P. (2021). Hospitality employee's mindfulness and its impact on creativity and customer satisfaction: The moderating role of organizational error tolerance. *International Journal of Hospitality Management, 94*, 102846. https://doi.org/10.1016/j.ijhm.2020.102846

Wang, Y.-F., & Tsai, C.-T. (2014). Employability of hospitality graduates: Student and industry perspectives. *Journal of Hospitality & Tourism Education, 26*(3), 125–135. https://doi.org/10.1080/10963758.2014.935221

Waruiru, E., Ombe, M., & Kagiri, A. W. (2013). Effects of succession planning strategy on the performance of international non-governmental organizations in Kenya. *International Journal of Science and Research, 4*(5), 1226–1231. https://www.ijsr.net/archive/v4i5/SUB154525.pdf

Wilden, R., Gudergan, S. P., Nielsen, B. B., & Lings, I. (2013). Dynamic capabilities and performance: Strategy, structure, and environment. *Long Range Planning, 46*(1–2), 72–96. https://doi.org/10.1016/j.lrp.2012.12.001

Wilmers, N., & Kimball, W. (2022). *Internal hiring affects occupational stratification.* MIT Sloan School of Management. https://mitsloan.mit.edu/sites/default/files/2022-08/Wilmers%20Kimball%20Internal%20Hiring%20Stratification.pdf

World Bank. (2020). Statistical and economic analysis of Uganda's tourism expenditure and motivation survey 2019. https://doi.org/10.1177/109634801986465

World Bank Group. (2023, September). *Getting formal TVET right: Building relevant skills for today and tomorrow's jobs (Issue 6).* Skills4Dev Knowledge Digest. https://thedocs.worldbank.org/en/doc/bb8df6fa28c514bf846d1ddc2cbef2a1-0140022023/original/Building-Relevant-Skills-for-Today-and-Tomorrow-s-Jobs.pdf

World Bank. (2024). *Uganda economic update: Strengthening the tourism sector for inclusive growth*. World Bank Group.

World Economic Forum. (2023). *The future of jobs report 2023*. https://www3.weforum.org/docs/WEF_Future_of_Jobs_2023.pdf

World Travel & Tourism Council. (2019). *Travel & tourism economic impact 2019*. https://wttc.org

World Travel & Tourism Council. (2023, November 2). *Travel & tourism in Africa could boost continent's economy by US$168 bn over the next 10 years*. https://wttc.org/news/travel-and-tourism-in-africa-could-boost-continents-economy-by-usd168bn-over-the-next-10-years

World Travel & Tourism Council. (2024). *Economic impact research 2024*. https://wttc.org

Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper and Row.

Yildirmaz, A., Ryan, C., & Nezaj, J. (2019). *2019 state of the workforce report: Pay, promotions and retention.* ADP Research Institute. https://www.adpri.org/wp-content/uploads/2020/07/The-State-of-the-Workforce-Full-Research-Report-2019.pdf

Yin, R. K. (2014). *Case study research: Design and methods* (5th ed.). Sage Publications.

Yirdaw, A. (2016). Quality of education in private higher institutions in Ethiopia: The role of governance. *SAGE Open, 6*(1). https://doi.org/10.1177/2158244015624950

Zemanova, B., Kotkova Striteska, M., & Zapletal, D. (2022). A Framework for Innovative CultureIdentification. Journal of Competitiveness, 14(3), 191–208. https://doi.org/10.7441/joc.2022.03.11

Zhang, J., Xie, C., Morrison, A., & Lin, Z. (2023). *Hotel employee resilience during a crisis: Conceptual and scale development. Current Issues in Tourism.* https://doi.org/10.1080/13683500.2023.2203854

Zhao, C., & Burt, R. S. (2018). A note on business survival and social network. *Management and Organization Review, 14*(2), 377–394. https://doi.org/10.1017/mor.2018.12

Zheng, F., Zhao, C., Yasmin, F., & Sokolova, M. (2025). Hofstede's cultural dimensions and proactive behavior as the antecedents of entrepreneurial innovativeness. *Acta Psychologica, 256*, Article 104948. https://doi.org/10.1016/j.actpsy.2025.104948

Zhou, Z., Li, D., Huh, D., Xie, M., & Mun, E.-Y. (2024). A simulation study of the performance of statistical models for count outcomes with excessive zeros. *Statistics in Medicine.* Advance online publication. https://doi.org/10.1002/sim.10198

Ziaei Nafchi, M., & Mohelská, H. (2020). Organizational culture as an indication of readiness to implement Industry 4.0. *Information, 11*(3), 174. https://doi.org/10.3390/info11030174

APPENDICES

Appendix 1: Questionnaire

Dear respondent,

Thank you for volunteering to complete this questionnaire. Your responses are important and your thoughtful considerations are highly appreciated. The purpose of this questionnaire is to facilitate research on succession planning practices organisational culture on the Survivability of hotel businesses in Uganda by Nansamba Esther who is undertaking a PhD in Hospitality Management. The study is purely academic. All responses received from you will be treated with strict confidentiality and will in no way be linked to you. The findings and recommendations are likely to be beneficial to hotel owners, hotel managers and of relevance to the Hospitality industry. Kindly answer these questions personally so that we can be able to analyze the data accurately.

Thank you so much for your cooperation

SECTION A: BACKGROUND INFORMATION (Please tick the appropriate answer below

1. Gender of respondent: Male (   )   Female (   )

2. Age of respondent: 25 years and below (   )   25-35 years (   )   36-45 years (   )

   Above 45 years (   )

3. Marital status

Single (   )   Married (   )   Divorced (   )   others (specify)………………

4. Number of years you have served in the hotel

Less than 3 years ( )   3-6 years ( )   7 – 10 years ( )   More   than   10

years ( )

5. Highest education attained

 Diploma ( )   Bachelor's Degree ( )   Master's Degree ( )   Doctorate

( )

 Others (specify)……

6. Number of years of hotel existence

 Less than 5( )   Between 5 to 10( )   Over   10(

)

7. Position in the hotel

 General Manager ( )   Human Resource Manager ( )   Head of Department

( )

 Supervisor ( )   Others (Specify)………………

SECTION B: SUCCESSION PLANNING PRACTICES

Please indicate your level of agreement with the following statements pertaining to

succession planning practices. The responses are presented in the Likert scale ranging

from; 5 - strongly agree, 4 - agree, 3 – somehow agree, 2 – disagree, and 1- strongly

disagree. Please tick in the box the number that best suits your response.

Skills development Succession planning process						
		SD (1)	D (2)	MA (3)	A (4)	SA (5)
Competence identification						
SPSDC1	We identify employee competences					

SPSDC2	We conduct competency assessments of staff					
SPSDC3	I Know my weaknesses					
SPSDC4	I manage people and resources					
SPSDC5	I have the required competencies to secure resources to support the hotel programs					
SPSDC6	We identify managerial abilities among workers					
SPSDC7	I can easily pick up on the low emotional tones in my group.					
Training						
SPSDT1	We offer on-the-job training for staff					
SPSDT2	I participate in the hotel's orientation program.					
SPSDT3	We hold business decision making workshops					
SPSDT4	We provide opportunities for personnel to undertake further education.					
SPSDT5	We organize staff development meetings.					
SPSDT6	We delegate task-related responsibilities to juniors					
SPSDT7	We offer staff specialized training programs off-premise					

Job rotation		SD (1)	D (2)	MA (3)	A (4)	SA (5)
SPSDR1	We place staff in various jobs across different departments.					
SPSDR2	We reassign staff members to various duties					
SPSDR3	We encourage employees to switch jobs					
	Mentorship Career development	SD (1)	D (2)	MA (3)	A (4)	SA (5)
Coaching						
SPMEC1	Systems are in place to assist in addressing individual weaknesses					
SPMEC2	We enhance the strengths of our junior staff					
SPMEC3	Guidelines to aid coaching are in place.					
SPMEC4	We give expert advice to improve professional knowledge of our staff.					
SPMEC5	Team leaders have the freedom to provide coaching to their teams.					
SPMEC6	We have role models to help us to achieve our professional goals					
Confidence						
SPMECF1	We have an orderly approach to doing tasks to enhance staff's abilities in achieving performance goals.					

SPMECF2	I urge team members to offer share knowledge on subjects in which they are experts.					
SPMECF3	We give our teams the tools and clear expectations they need to succeed. .					
Networking						
SPMEN1	I know someone from international hotels who can help in improving our hotel business's position.					
SPMEN2	I establish connections with hotel professionals and experienced leaders.					
SPMEN3	I know people who can assist in improving operations of the hotel.					
SPMEN4	I have a reliable network of associates to assist in achieving my goals when necessary					
SPMEN5	I possess connections that can help secure to financial resources					
Internal Promotion (IP)		SD (1**)**	D (2**)**	MA **(3)**	A (4)	SA (5)
Fairness and equity						
SPIPE1	The hotel follows guidelines to promote employees.					
SPIPE2	Hotel employees are given equal opportunities for advancement					

SPIPE3	Employees are promoted on the basis of seniority					
SPIPE4	Employees are promoted on the basis of ability					
SPIPE5	Employees are promoted on the basis of experience.					
SPIPE6	Promotion is provided in the form of upward advancement.					
Pay						
SPIPP1	Promotion at this hotel comes with better salaries					
SPIPP2	Managers are eligible for complementary meals					
SPIPP3	Managers receive discounted rates for hotel services					
SPIPP4	Years of service awards are given for long service milestones.					
SPIPP5	Appreciation letters are given to acknowledge outstanding work.					
SPIPP6	The hotel honors the contributions of its staff.					
Recruitment practices						
SPIPR1	Internal staff promotions aim to fill vacant positions					

SPIPR2	Internal applicants are given priority when a position becomes vacant					
SPIPR3	External candidates are preferred when leadership positions become available					
SPIPR4	The competencies necessary for success in the new role are considered in staff promotion.					
SPIPR5	When promoting staff at this hotel, age is taken into consideration.					

SECTION C: ORGANIZATIONAL CULTURE

This section is designed to capture the extent to which each of the items listed is characteristic of your hotel. Please evaluate the statement by ticking in the box the number that best suits your response.

Organizational culture (O) (Innovative, Bureaucratic, Supportive)		SD (1)	D (2)	MA (3)	A (4)	SA (5)
Innovative						
OCIN1	This hotel is driven by a strong desire to be successful.					
OCIN2	This hotel is notable for stimulating creative thinking.					
OCIN3	The hotel keeps its standards high.					
OCIN 4	My skills are put to test					
OCIN5	This hotel encourages creativity					

OCIN6	Results-based service delivery is given top priority at this hotel.					
Bureaucratic						
OCBC1	This hotel emphasizes standard operating procedures.					
OCBC2	This hotel has a chain of command with clear levels of authority.					
OCBC3	Departmental tasks are listed in order of importance.					
OCBC4	Daily operations of the hotel are governed by its rules and regulations.					
OCBC5	'The powerful few' make majority of the decisions.					
Supportive						
OCSP1	The hotel offers staff freedom to execute their work assignments.					
OCSP2	Staff are encouraged to contact their leaders with any questions they may have.					
OCSP3	This hotel builds employee confidence by giving them encouraging Feedback.					
OCSP4	Employee safety is given priority at this hotel.					

SECTION D: SURVIVABILITY

This section is to assess Survivability of your hotel. Please evaluate the statement by ticking in the box with the number that best suits your response

Adaptability(A)		SD (1)	D (2)	MA (3)	A (4)	SA (5)
SADP1	I respond promptly to real-life emergencies.					
SADP2	We value teamwork and interpersonal relationships.					
SADP 3	I can handle difficult situations efficiently.					
SADP 4	I can control work related frustrations.					
SADP 5	I come up with creative ways to efficiently use limited resources.					
SADP 6	I explore alternative approaches beyond given parameters.					
SADP7	I swiftly adjust to unforeseen circumstances.					
SADP 8	I am capable of adjusting my actions in response to changing circumstances.					
SADP 9	I do not allow uncertainty to hold me back.					
SADP 10	I can pick up new tasks to adhere to work procedures.					
SADP 11	I have a strong desire to explore new work methods and technologies.					

SADP 12	I keep improving my work performance deficiencies					
SADP 13	I deal with people in a flexible and open-minded manner.					
SADP 14	I am open to receiving constructive criticism					
SADP 15	I am open to feedback regarding my work					
Sensing (SSES**), Seizing (**SSEZ**), Transforming (**STRF**), Business financial health** (SBFH)						
Sensing						
SSES1	We scan the external environment to identify new business opportunities					
SSES2	In order to find possible new opportunities, hotel ability is evaluated.					
SSES3	We review our service development efforts to ensure they are in line with the hotel vision					
SSES4	We implement new ideas for hotel services					
SSES5	We put effort in improving our existing services					

Seizing		SD(1)	D(2)	(3)	A(4)	SA(5)
SSEZ1	We invest in finding solutions for our business					
SSEZ2	We adopt hotel sector best practices					
SSEZ3	We acknowledge and address (responsive to) our weaknesses.					
SSEZ4	We are responsive to customer feedback (take customer feedback seriously)					
Transforming		SD(1)	D(2)	(3)	A(4)	SA(5)
STRF1	We renew ways of achieving our goals					
STRF2	We update the steps involved in the execution of tasks					
STRF3	We upgrade our hotel's exterior design.					
STRF4	We lessen monotony of internal setups by changing the ambience.					
Financial health						
Liquidity		SD(1)	D(2)	A(3)	A(4)	SA(5)
SBFH1	Employees are paid on time at this hotel.					
SBFH2	Supplier bills are paid on time.					

SBFH3	Employees at our hotel have job security.					
SBFH4	Our hotel can cover basic operating costs.					
Growth						
SBFH5	The staff at the hotel has increased.					
SBFH6	The number of guests has increased.					
SBFH7	The hotel sales have grown					
Leverage						
SBFH8	The hotel is free of debt-related hardships.					
SBFH9	The hotel settles its outstanding debt.					

Thank you

Appendix 2: Interview schedule

Interview guide

Succession planning entails identifying key positions within a company and possible successors, as well as ensuring that they have the necessary training, competencies, skills, and experience to fill leadership roles.

Survivability refers to hotels that continue to fulfill their obligations and have not temporarily or permanently stopped operating.

Organisational culture refers to the organizational practices (the way things are done within an organization) that shape individual and team behavior and attitudes.

1) What are your opinions regarding the survivability prospects of hotels in Western Uganda?

2) What are your views on Mentorship, skill development, and promotion of employees with regard to the survivability of hotels?

3) How does organizational culture support succession planning practices and the survivability of hotels in Western Uganda?

4) What strategies do you have in place to ensure the survivability of your hotel?

5) What steps can be taken to increase hotels' capacity to survive?

Appendix 3: List of hotels surveyed

Abbreviations for each sub-region and city:

Sub-region	Abbreviation	City Code
Ankole	ANK	MBARARA (MB)
Rwenzori	RWZ	FORT PORTAL (FP)
Bunyoro	BNY	HOIMA (HM)
Kigezi	KGZ	KABALE (KB)

Anonymized List of hotels surveyed

MBARARA CITY (ANK-MB)	FORT PORTAL (RWZ-FP)	HOIMA (BNY-HM)	KABALE (KGZ-KB)
1. ANK-MB-01	1. RWZ-FP-01	1. BNY-HM-01	1. KGZ-KB-01
2. ANK-MB-02	2. RWZ-FP-02	2. BNY-HM-02	2. KGZ-KB-02
3. ANK-MB-03	3. RWZ-FP-03	3. BNY-HM-03	3. KGZ-KB-03
4. ANK-MB-04	4. RWZ-FP-04	4. BNY-HM-04	4. KGZ-KB-04
5. ANK-MB-05	5. RWZ-FP-05	5. BNY-HM-05	5. KGZ-KB-05
6. ANK-MB-06	6. RWZ-FP-06	6. BNY-HM-06	6. KGZ-KB-06
7. ANK-MB-07	7. RWZ-FP-07	7. BNY-HM-07	7. KGZ-KB-07
8. ANK-MB-08		8. BNY-HM-08	8. KGZ-KB-08
9. ANK-MB-09		9. BNY-HM-09	**9.** KGZ-KB-09
10. ANK-MB-10		10. BNY-HM-10	
11. ANK-MB-11		11. BNY-HM-11	
12. ANK-MB-12		12. BNY-HM-12	
13. ANK-MB-13			
14. ANK-MB-14			
15. ANK-MB-15			

Appendix 4: Histograms for variables after Log10 transformation of data for normality

Histogram

— Normal

Mean = .33
Std. Dev. = .107
N = 200

Frequency

Internal promotion

Histogram

— Normal

Mean = .32
Std. Dev. = .102
N = 200

Frequency

Survivability

Histogram

— Normal

Mean = .27
Std. Dev. = .12
N = 200

Frequency

Organizational culture
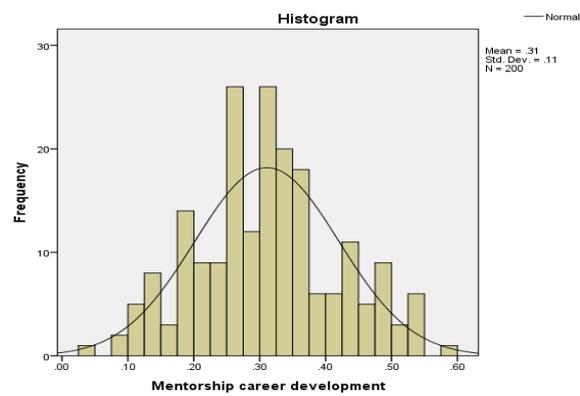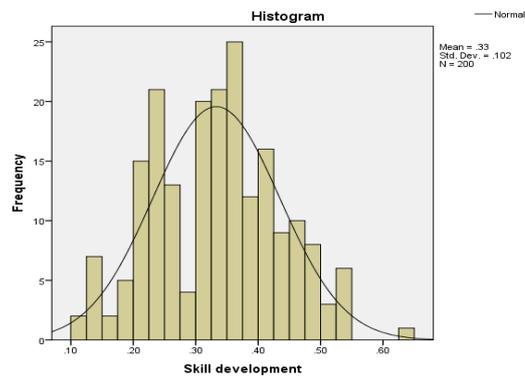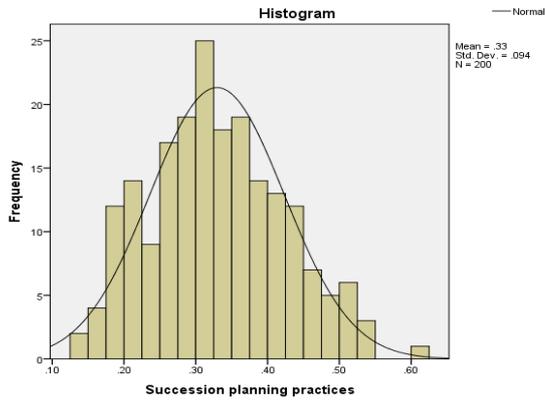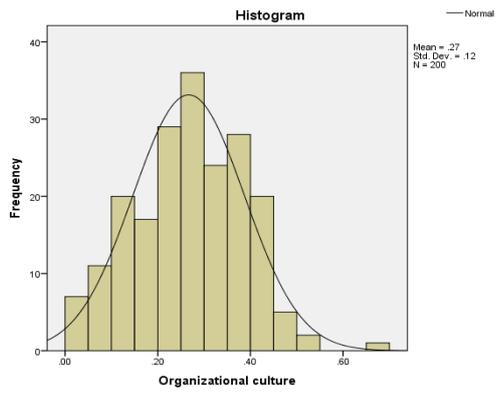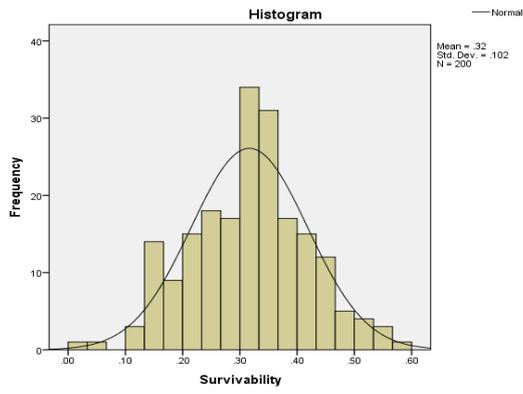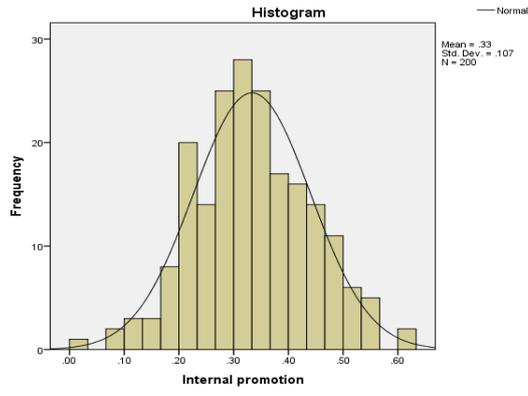
Appendix 5: Normal Q-Q Plot for variables after Log10 transformation of data

Normal Q-Q Plot of Succession planning practices

Normal Q-Q Plot of Skill development

Normal Q-Q Plot of Mentorship career development

Normal Q-Q Plot of Internal promotion

Normal Q-Q Plot of Survivability

Normal Q-Q Plot of Organizational culture
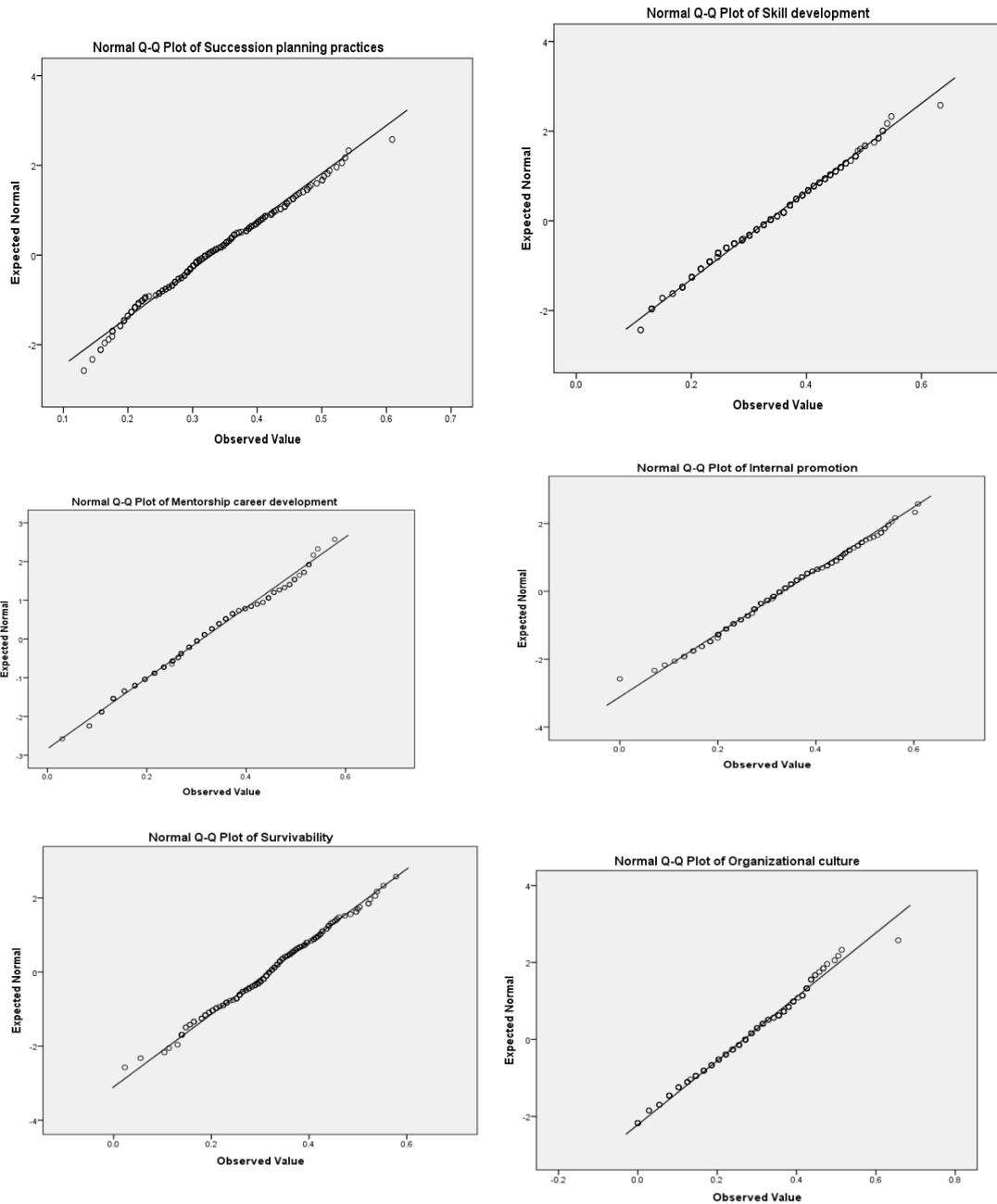
Appendix 6: Tests of Normality for latent variables after Log 10 transformation of initial data

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Succession planning practices	.051	200	.200[*]	.989	200	.129
Skill development	.061	200	.064	.991	200	.274
Mentorship career development	.062	200	.056	.988	200	.091
Internal promotion	.051	200	.200[*]	.994	200	.632
Organizational culture	.050	200	.200[*]	.989	200	.115
Survivability	.052	200	.200[*]	.994	200	.606

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Appendix 7: Box plots for latent variables after Log 10 data transformation
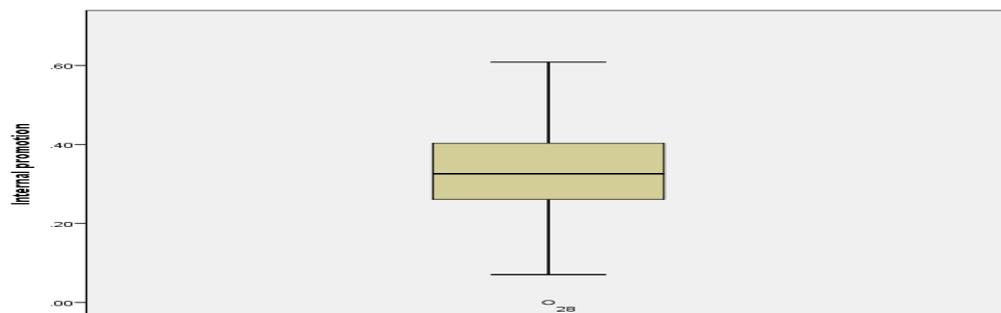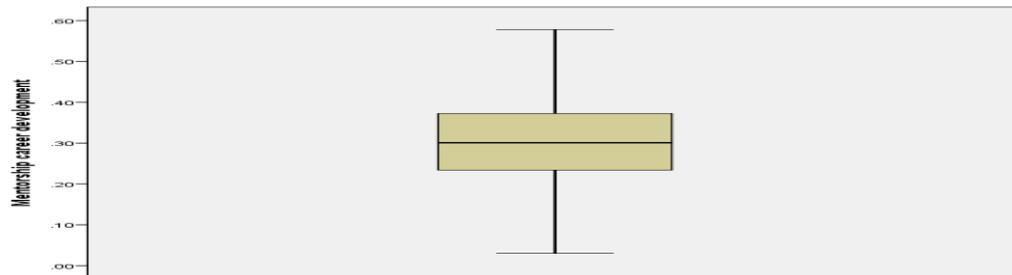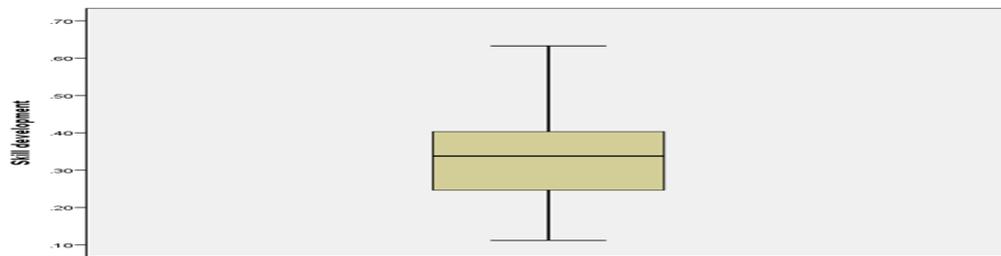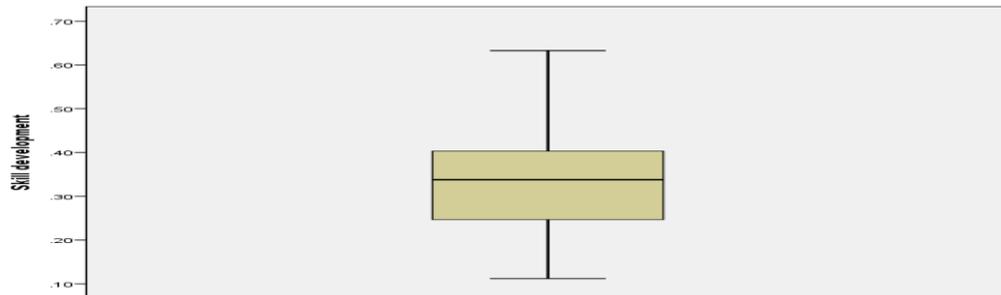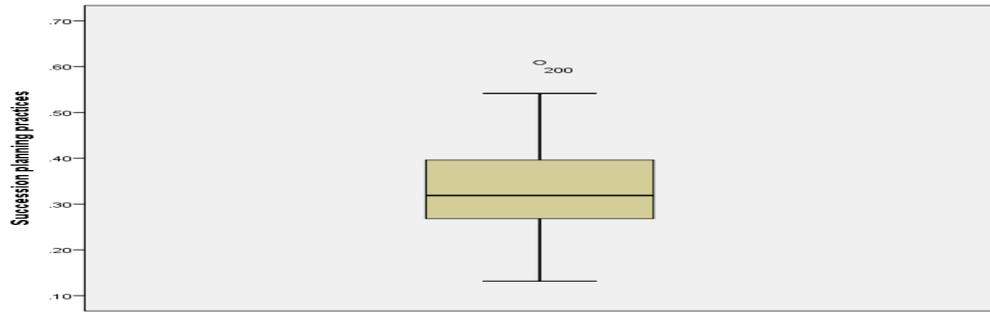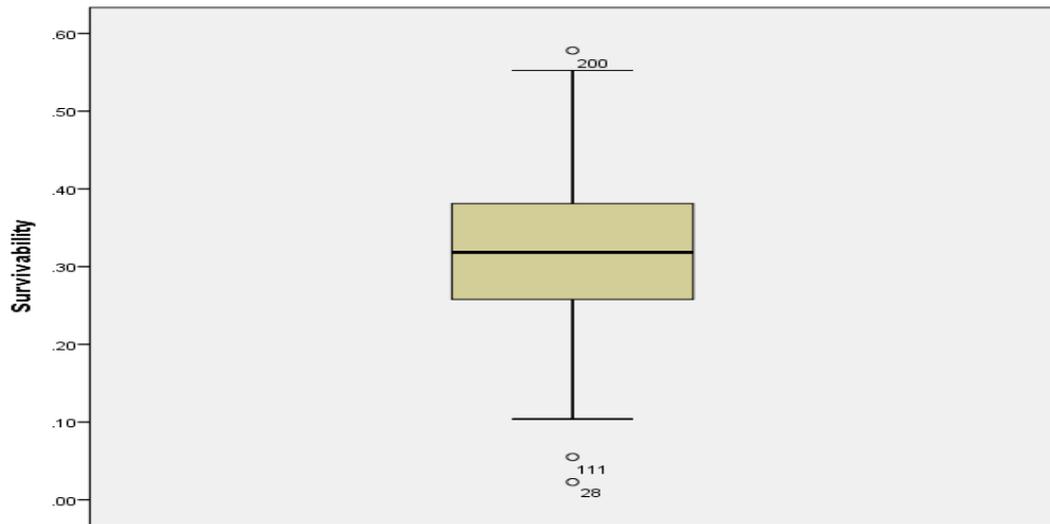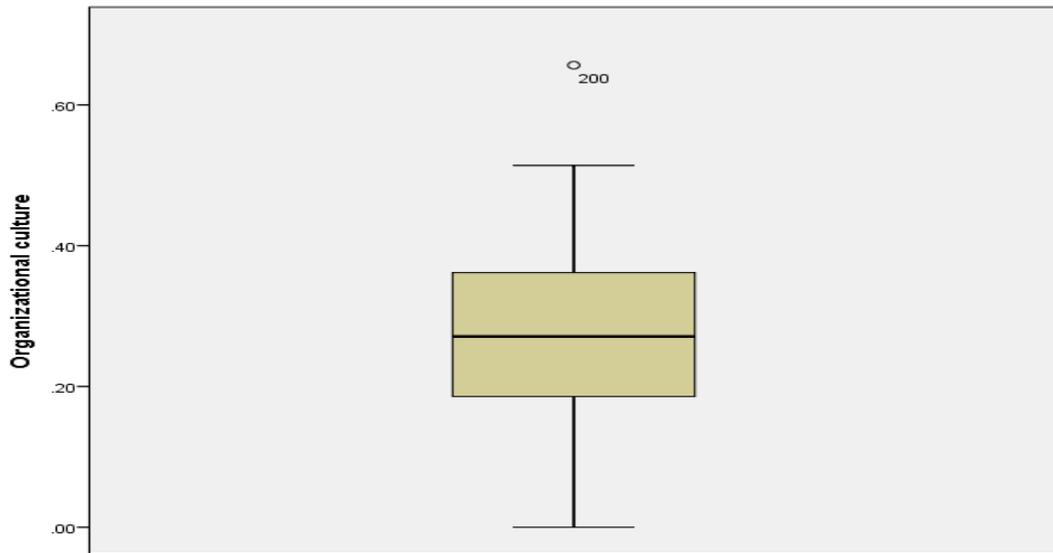
Appendix 8: Scatter Plots Matrix
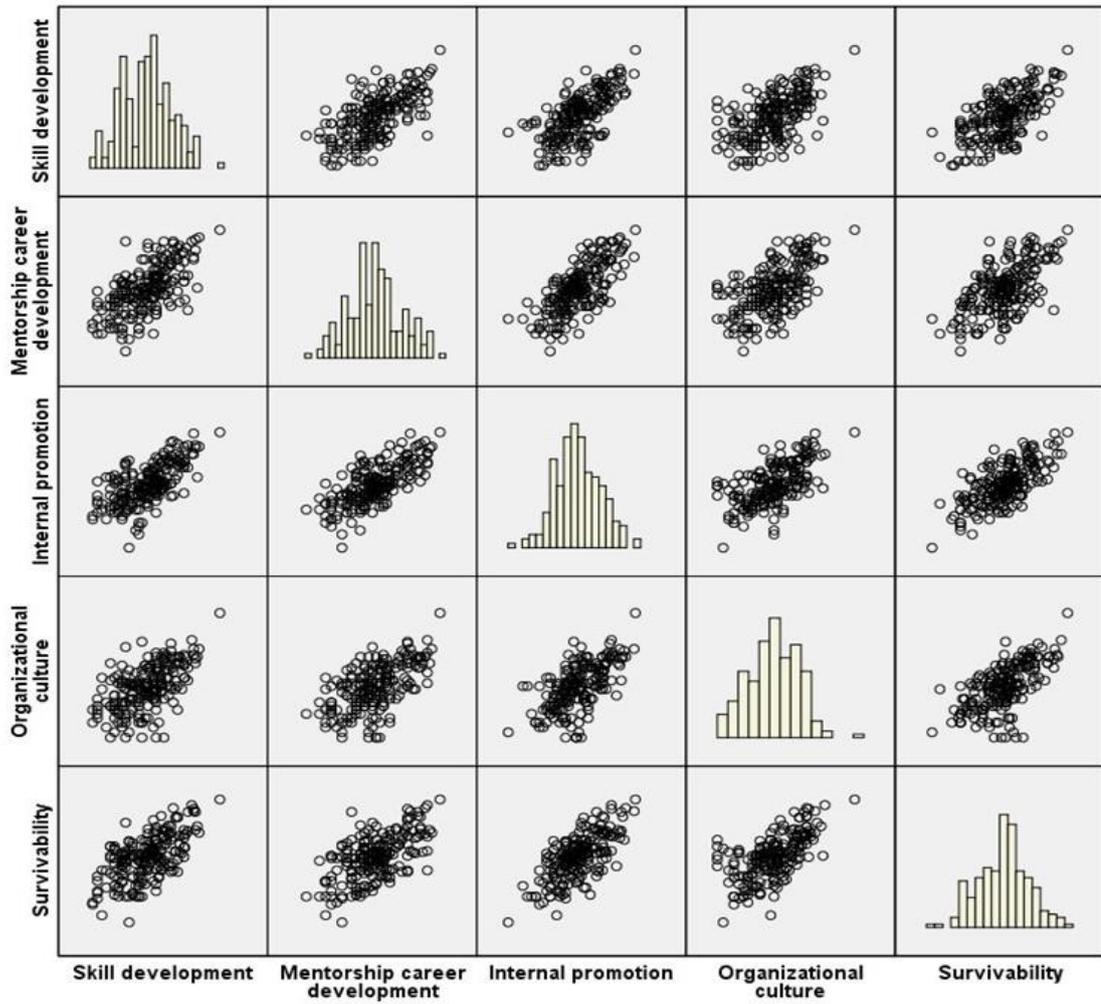
Appendix 9: Reliability statistics for skills development

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SPSDC1	57.24	66.330	.382	.845
SPSDC2	57.22	64.517	.494	.839
SPSDC3	57.35	64.279	.382	.847
SPSDC4	57.39	62.592	.505	.839
SPSDC5	57.30	64.063	.539	.837
SPSDC6	57.25	66.178	.388	.845
SPSDC7	57.50	63.589	.525	.838
SPSDT1	57.10	64.723	.462	.841
SPSDT2	57.31	64.293	.495	.839
SPSDT3	57.52	65.039	.461	.841
SPSDT4	57.59	64.476	.449	.842
SPSDT5	57.50	63.125	.584	.835
SPSDT6	57.40	63.626	.564	.836
SPSDT7	57.50	64.075	.516	.838
SPSDR1	57.54	66.322	.371	.846
SPSDR2	57.71	65.551	.407	.844

Appendix 10: Reliability statistics for mentorship career development

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SPMEC1	50.48	50.263	.477	.844
SPMEC2	50.36	50.064	.604	.837
SPMEC3	50.44	49.918	.544	.840
SPMEC4	50.36	51.290	.490	.843
SPMEC5	50.36	51.762	.435	.846
SPMEC6	50.29	51.670	.473	.844
SPMECF1	50.42	49.798	.567	.838
SPMECF2	50.48	52.255	.369	.850
SPMECF3	50.37	50.675	.561	.839
SPMEN1	50.82	49.149	.463	.847
SPMEN2	50.77	50.259	.554	.839
SPMEN3	50.72	50.494	.527	.841
SPMEN4	50.76	51.749	.467	.844
SPMEN5	50.87	51.360	.467	.844

Appendix 11: Reliability statistics for internal promotion

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SPIPE1	60.18	80.728	.532	.867
SPIPE2	60.41	79.550	.544	.866
SPIPE3	60.38	82.714	.389	.873
SPIPE4	60.13	81.746	.534	.867
SPIPE5	60.12	82.013	.495	.869
SPIPE6	60.56	82.712	.303	.878
SPIPP1	60.47	77.356	.623	.863
SPIPP2	60.46	80.933	.514	.868
SPIPP3	60.60	80.289	.576	.865
SPIPP4	60.65	79.500	.558	.866
SPIPP5	60.61	78.870	.568	.865
SPIPP6	60.41	79.566	.615	.864
SPIPR1	60.40	80.707	.499	.868
SPIPR2	60.41	80.516	.540	.867
SPIPR3	60.59	81.838	.464	.870
SPIPR4	60.54	81.839	.474	.869
SPIPR5	60.80	80.706	.416	.873

Appendix 12: Reliability statistics for organizational culture

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OCIN1	57.05	56.667	.469	.858
OCIN2	57.14	57.430	.471	.858
OCIN3	57.00	57.471	.561	.854
OCIN4	57.31	58.984	.323	.866
OCIN5	57.03	59.348	.383	.861
OCIN6	57.11	56.503	.545	.854
OCBC1	56.98	57.082	.583	.853
OCBC2	57.02	57.691	.522	.855
OCBC3	57.03	55.870	.649	.849
OCBC4	57.00	56.762	.569	.853
OCBC5	57.24	55.676	.516	.856
OCSP1	57.48	55.100	.496	.857
OCSP2	57.16	56.070	.553	.853
OCSP3	57.17	57.292	.480	.857
OCSP4	57.19	56.442	.546	.854

Appendix 13: Reliability statistics for Survivability of hotels

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SADP1	130.94	307.468	.578	.927
SADP2	130.94	309.939	.481	.928
SADP3	131.01	307.337	.561	.927
SADP4	131.03	308.803	.547	.928
SADP5	130.95	308.213	.557	.927
SADP6	131.11	308.420	.494	.928
SADP7	131.14	310.400	.452	.928
SADP8	130.96	313.252	.424	.929
SADP9	130.90	310.956	.459	.928
SADP10	130.99	309.677	.475	.928
SADP13	130.81	310.608	.570	.928
SADP14	130.86	308.960	.541	.928
SADP15	130.88	309.363	.432	.929
SSES1	131.08	299.833	.646	.926
SSES2	131.11	306.762	.591	.927
SSES3	131.12	307.336	.575	.927
SSES4	130.89	312.923	.415	.929
SSES5	130.86	310.075	.461	.928
SSEZ1	131.00	306.256	.596	.927
SSEZ2	131.01	307.688	.563	.927
SSEZ3	130.93	308.050	.536	.928
SSEZ4	130.86	311.965	.424	.929
STRF1	131.00	305.224	.579	.927
STRF2	131.09	306.591	.539	.928
STRF3	130.91	305.980	.570	.927
STRF4	130.97	308.640	.458	.928
SBFH1	131.14	305.934	.502	.928
SBFH2	131.56	304.411	.459	.929
SBFH3	131.39	305.846	.460	.929
SBFH4	131.14	307.687	.467	.928
SBFH5	131.33	302.740	.564	.927
SBFH6	131.32	302.807	.612	.927
SBFH7	131.44	306.581	.458	.929
SBFH8	131.30	307.623	.419	.929
SBFH9	131.57	304.695	.434	.929

Appendix 14 Informed Consent Form

Quantitative study Informed Consent Form

a) **Introduction**

My name is Nansamba Esther, a PhD student at Moi University, conducting a study on the *"Succession Planning Practices, Organizational Culture, and Survivability of Hotels in Western Uganda".* This study is purely academic and your responses are very crucial and will be treated with utmost confidentiality by the researcher and will not be availed to any other person outside the purpose of this study.

b) **Purpose of the study**

The purpose of the study is to examine the effect of succession planning strategies and organizational culture on the survivability of hotels in western Uganda. Specifically, the study seeks to gain insight on participants experience and perceptions on the effect of skill development mentoring, internal promotion, and organizational culture on hotel survivability in western Uganda. The results of the study will aid in proposing succession-organizational organizational culture initiatives and, as well, offer insights into adjusting hotel policies and strategies for developing leaders to enhance the survivability of hotels in Western Uganda.

Duration of the study

c) A 45-minute interview will be conducted in a semi-structured manner. During this time, you will be questioned about your opinions and experiences with the phenomenon that is being studied.

d) **Study Procedure**

Before beginning data collection, the researcher would have obtained approval from Moi University's School of Tourism, Hospitality, and Events Management's Graduate Research Committee. (A letter from the university authorizing the student to collect data is attached.). The researcher will ensure that all responses will be kept private, that participation is fully voluntary, and that volunteers won't be placed in danger.

e) **Risks Involvement**

The study does not anticipate that sharing your experiences with us will put you in danger. Your opinions will be highly helpful in suggesting initiatives related to organizational culture and succession planning. They will also provide valuable perspectives on how to improve hotel policies and leadership development plans in order to increase the viability of hotels in Western

Uganda. None the less, if you become uncomfortable with proceeding with the study, feel free to pause and leave at any time.

f) Benefits of Participating in the study

There will be no individual benefit accruing to your participation in this study. Your honest responses to the study will be very helpful in developing policies and suggesting practical solutions for improved decision-making regarding the issue being studied.

Privacy and Confidentiality

Your responses will be treated with utmost confidentiality and privacy by the use of Unique Identifier Codes (numbers, letters) to hide your identity. Be assured that the researcher will not share your individual responses with anyone other than the study supervisors.

g) Participant Access

A semi structured interview guide, with pre-defined open ended questions which will have been prepared in advance of the interview, will be used to collect qualitative data from ten participants, including (2) two hotel owners, (4) four general managers, and (4) four human resource managers who will be selected purposively from town hotels from the selected cities of Western Uganda . The interview guide adapted at the start of the data collection process could be improved as the researcher gets more insights into the field. This is due to the fact that in the process of interviewing, original and unexpected issues may arise.

Participation in the study

Your participation in the study is purely voluntary and it is up to you to decide whether to take part. If you decide to take participate in the study, then you be required to complete a consent form and append your signature or thumb print. There is no need for explanations in case you decide not to participate or withdrawal from the study, even after giving your consent, and no penalty will be imposed on you or this will not affect your healthcare or legal rights. You may pass on any question that makes you feel uncomfortable.

h) Medical Services, Treatment Compensation

Given that this is an academic study rather than a clinical trial, study participants will not get any medical attention or therapies.

Compensation for study participants

Participation in this study does not attract any compensation for sharing information on the phenomenon under study. It is voluntary. The researcher will travel to your location. You are not required to pay for transportation.

i) Affiliation and Sponsorship of the Research Study

Affiliation of the study is Moi University's School of Tourism, Hospitality, and Events Management. On the other hand, no organizational sponsorship has been secured as of yet.

j) Feedback on Findings and Progress of the Study

Through meetings, workshops, and seminars, the participants will receive feedback from the researcher regarding the study's progress and findings. Publications in a peer-reviewed journal will increase the use of research findings to support learning, encourage cooperation, and enhance the distribution and uptake of research outputs from many perspectives. **Research Study Approval**

This study titled: "Succession planning practices, organisational culture and survivability of hotels in Western Uganda", has already been reviewed by Kabale University Research Ethics Committee (**KABREC-2024-251**).

k) Further Information and Contact Details

In case you have any question or encounter any problem during the study, please reach out to the researcher:

Esther Nansamba

Department of Tourism and Hospitality Management

Plot 364 Block 3 Kikungiri Hill,

P.O Bx 317 Kabale

Telephone: 0772843670

WhatsApp: 07046315035

E-mail: Nansamba.esther@yahoo.com

By signing below, you agree that you have read and understood the above information, and would be interested in participating in this study.

Unique Identification Number: ....

Signature/ Thumb Print: ....

Date: ....

Related to sample size in qualitative studies, the main considerations associated with the decisions in primary research include data saturation (the sample needed to be allowed for the identification of consistent patterns) and data sufficiency (a sample required to assess an appropriate amount of diversity or variation represented in the population of interest). According to Hennink and Bonnie (2022), results show that with 9–17 interviews, saturation is reached. Additionally, Denise & Cheryl (2013) recommend that at least 10 interviews be conducted if patterns and categories of the phenomenon are to be fully developed Descriptive 10-20 Kim et al., 2017; Lincoln & Guba, 1985.

Appendix 15 School Approval for Data collection

MOI UNIVERSITY
OFFICE OF THE DEAN
SCHOOL OF TOURISM, HOSPITALITY & EVENTS MANAGEMENT

Telephone: 0715054320/0754349595	Box 3900
Fax: (053) 43047	**ELDORET**
E-mail: deansthe@mu.ac.ke	Kenya

Ref: MU/STHE/PG/23   24th June, 2024

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: **RECOMMENDATION LETTER FOR – MS. NANSAMBA ESTHER – HOS/5391/21**

The above named is a bonafide student of Moi University, School of Tourism, Hospitality and Events Management. She is pursuing a Doctor of Philosophy in Hospitality Management degree in the Department of Hotel and Hospitality Management.

She has successfully completed her course work and defended her proposal titled: **"Succession Planning Practices, Organizational Culture and survivability of hotels in Western Uganda"**

Ms. Nansamba has been allowed to proceed to the field for data collection.

Any assistance accorded to her will be appreciated.

Yours faithfully,
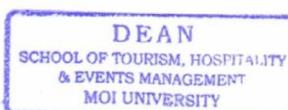
PROF. JACQUELINE KORIR
DEAN, SCHOOL OF TOURISM, HOSPITALITY & EVENTS MANAGEMENT

(ISO 9001:2015 Certified Institution)

Appendix 16 Research Ethics Committee Approval

KABALE UNIVERSITY

P. O. Box 317, Kabale - Uganda
Plot 364 Block 3 Kikungiri Hill
Kabale Municipality

RESEARCH ETHICS COMMITTEE

02/10/2024

To: NANSAMBA ESTHER

MOI UNIVERSITY
0772843670

Type: Initial Review

Re: KABREC-2024-251: Succession planning practices, organisational culture and survivability of hotels in Western Uganda

I am pleased to inform you that at the **15** convened meeting on **25/09/2024**, the Kabale University Research Ethics Committee meeting voted to approve the above referenced application.
Approval of the research is for the period of **02/10/2024** to **02/10/2025**.

As Principal Investigator of the research, you are responsible for fulfilling the following requirements of approval:

1. All co-investigators must be kept informed of the status of the research.
2. Changes, amendments, and addenda to the protocol or the consent form must be submitted to the REC for re-review and approval **prior** to the activation of the changes.
3. Reports of unanticipated problems involving risks to participants or any new information which could change the risk benefit: ratio must be submitted to the REC.
4. Only approved consent forms are to be used in the enrollment of participants. All consent forms signed by participants and/or witnesses should be retained on file. The REC may conduct audits of all study records, and consent documentation may be part of such audits.
5. Continuing review application must be submitted to the REC **eight weeks** prior to the expiration date of **02/10/2025** in order to continue the study beyond the approved period. Failure to submit a continuing review application in a timely fashion may result in suspension or termination of the study.
6. The REC application number assigned to the research should be cited in any correspondence with the REC of record.
7. You are required to register the research protocol with the Uganda National Council for Science and Technology (UNCST) for final clearance to undertake the study in Uganda.

The following is the list of all documents approved in this application by Kabale University Research Ethics Committee:

No.	Document Title	Language	Version Number	Version Date
1	Data collection tools	English	pdf	2024-07-30
2	Protocol	English	pdf	2024-07-30

Yours Sincerely

Dr. Alex Barekye
For: Kabale University Research Ethics Committee

Appendix 17 Industry Administrative Clearance

Uganda Hotel Owners Association

19 November 2024

The Members
Western Uganda

Dear Members

RE: INTRODUCTION OF MS. NANSAMBA ESTHER – RESEARCH ON SUCCESSION PLANNING PRACTICES, ORGANIZATIONAL CULTURE, AND SURVIVABILITY OF HOTELS IN WESTERN UGANDA

The Uganda Hotel Owners Association extends its compliments to all her members in Western Uganda.

I hereby introduce Ms. Nansamba Esther, a student from Moi University School of Tourism, Hospitality, and Events Management. Ms. Nansamba is conducting an academic study focusing on *"Succession planning practices, organizational culture, and the survivability of hotels in western Uganda."* This research is part of her academic task before she grduates.

Ms. Nansamba has received formal approval for her research from the Kabale University Research Ethics Committee to which she is affiliated, ensuring that her work meets the highest ethical standards. Please find attached the letters of approval from both universities. During the course of her study, she will engage with select UHOA member hotels to collect data through interviews, surveys, and other research tools in Western Uganda.

We hereby request your assistance in her study as the findings from this study will likely inform strategies that can benefit our industry as a whole. Should you have any questions or require clarification, please feel free to contact the secretariat on the numbers below.

Thank you in advance for extending your usual support and hospitality to Ms. Nansamba as she undertakes this important research.

Yours Faithfully,

Jean Byamugisha
EXECUTIVE DIRECTOR

Mission: To provide superb standard of accommodation facilities and services to both domestic and international tourists.
P.O BOX 33772, KAMPALA. TEL: 0414 – 345601, FAX: 0414 – 232675. EMAIL: ugandahotelsassociation@gmail.com
www.ugandahotels.org

Appendix 18: Summary of Participants for the qualitative study

Pseudonym	Role	Hotel Type	Location (District)	Years of Experience	Ownership Structure
R1	Owner	Town Mid-range Hotel	Fort Portal	12 years	Independently owned
R2	General Manager	City Luxury Hotel	Fort Portal	13 years	Corporate ownership structure
R3	Owner	Town based Boutique hotel-luxury	Mbarara	20 years	Independently owned
R4	General Manager	Mid-range highway town Hotel	Mbarara	7 years	Independently owned
R5	Owner	Budget Hotel	Mbarara	18 years	Independently owned
R6	General Manager	Mid-range town hotel	Hoima	10 years	Corporate ownership structure
R7	Owner	Upper mid-range	Hoima	30 years	Independently owned
R8	General Manager	Upper mid-range	Kabale	10 years	Indigenous ownership
R9	Owner	Budget midrange Hotel	Kabale	15years	Independently owned
R10	General Manager	Upper mid-range	Kabale	16 years	Independently owned

Appendix 19: Sample Raw Interview Transcripts

Participant 1 – Hotel Owner

Interview Date: Dec 02, 2024

Hotel Type: High to Midrange

People want to work in a hotel that cares and treats them fairly. That means that, for you to even think of succession planning, you should establish that kind of environment. Making money is critical to success, but people will be more comfortable working in caring spaces.

I am also very proud of us working to make each other better, encouraging our staff and managers.

When employees feel safe to express their ideas and be creative, such an environment becomes crucial for innovation. It allows people to brainstorm and come up with solutions. With such a workplace environment, hotels enhance their operational effectiveness.

Ours is like a family. We do not want to change workers. You know, there is a tendency for customers to bond with service personnel. When they visit and do not find them, they will talk badly about the hotel's inability to keep its workers.

We encourage everyone to practice empathy. Giving clear guidelines and addressing inappropriate behavior are key to creating a caring work environment. This is useful in keeping good people who can be promoted. In the end, this helps retain good employees who can advance and take the hotel to another level.

In addition, the team members will be in a position to accept diverse viewpoints while interacting with one another. In addition, we pursue a good record in the service

industry. We emphasize professionalism, motivation of the workers, and have policies that favor the staff. For example, they work under the supervision of their heads, salaries are paid on time, and NSSF is paid.

Maintaining a relaxed hotel environment is good. Ensuring a friendly atmosphere where workers are at ease sharing their thoughts, conflicts are handled properly, and where managers refrain from demeaning their staff members. Workers will complete their responsibilities well and also follow hotel policies for the good of the hotel.

Here we have established our expected standards of behavior, speech, presentation of self, and generally the "shoulds" and "should-nots," and we believe this is our key success factor.

An example is that we employ people based on their expertise. In this way, the future effectiveness of the hotel is ensured. We believe that such people will give in good ideas. In such cases, this prompts us to hire our heads of department internally.

We believe that such individuals are fit for these managerial positions. They possess the ability to adjust to the way things are done, and this guarantees effectiveness. They can take care of a lot of things, including the hotel's staff. They are well acquainted with our expectations In order to succeed, one must assess and follow unspoken cultural norms and expectations.

Individuals enjoy working for hotels that value their professional development. A manager who never gives promotions runs the risk of losing a capable and motivated workforce – and ultimately losing workers to competitors.

If top management values and enthusiastically supports systems that assist members in growing, learning, and developing professionally, efficiency in work can be realized. Encouraging discussions on what the hotel stands for helps employees understand the hotel's values. Here, you can easily identify mismatched employees and make informed training decisions.

You may not have to commit funds to people who will not add value, potentially reducing the need for unnecessary investments.

End of Transcript – R1

R2 – General Manager

Interview Date: Oct 12, 2024

Hotel Type: High to Midrange

As the owner, you need to put in a lot of time, provide incentives, and hire professionals in all relevant aspects – hoteliers, managers, accountants, lawyers. These will guide correctly on whatever is supposed to be done. I also advise that the business should never be dependent on one single person.

Serve people. Give hospitality because this is the major business of hotels. How do you take care of the persons who man the business? If you are enthusiastic about what you do, like-minded people will be drawn to you – who will stand for something more than just financial gain – something that brings success to the workplace.

Put effort in all things. Get figures and show those figures to justify what you are saying.

Bring in experts. For example, if you are to adopt new technology, have you questioned whether it will go beyond its current period or are you simply seeking popularity? Hire good managers – those that can be entrusted with responsibility. Minimise gaps in supervision. As you entrust people with work, do not take your eyes off.

DDA – Discipline, Determination, and Ambition. Without a positive mind, you can never go far. Those coming in need to realize that there is a benefit in working hard. They need to realize that. Trust me, when you work hard, you will grow and expand.

Somebody should have a passion for hotels. This is what pushes them through endless obstacles, setbacks, and challenges. Remember, the hotel should never be a one-man show.

Maintenance costs are so high compared to revenue realized. These hotels you see are built using loans. As a result, every coin that comes in goes to servicing the loan.

Hotels do not hire qualified people to run the business. These people's attitude...

The way you maintain the place is crucial. Guests want to visit places that are well maintained. This requires putting in money to paint the place, do renovations, purchase new linen, change the washroom infrastructure – something that makes the place look new all the time.

People visiting the place will spread good word-of-mouth, resulting in more business.

However, as General Manager, you must possess the capacity to talk the owner into ensuring that the place is well maintained. You know, some owners are money-hungry, yet others are not. This means that, as General Manager, you must be in touch with the Managing Director. In the conversations, always bring the guest into the picture.

As for us here, every weekend our MD stays around.

Another important aspect is motivation. I am a General Manager, but the MD has on several occasions tipped me – especially when there is a job well done.

Make people happy. Pay salaries on time.

If only hotels could hire qualified people with the right attitude to run the business. You know, sometimes plans fail or breakthroughs may take longer to materialize. Ensure you have people whose drive comes from within.

Such people are self-motivated and enthusiastic. They are more likely to put in more time and effort at work.

Love what you are doing. A successful hotel business requires pushing through endless obstacles and setbacks. Motivation fueled by passion is the only sustainable fuel source.

You are more likely to put more time and effort into your work. Keep changing or modifying the place. When guests come, they should find something new. It is a good indicator.

End of Transcript – R 2

Appendix 20: Coding Framework for Skill Development and Survivability

Raw Quote	Code	Subcategory	Category	Theme	Comments
Train employees in customer service	Training in customer service	Service training	Skill Devt	Service Quality	Essential for enhancing guest experience and consistency (R1, R4).
Poor service chases clients	Guest experience enhancement	Service outcomes	Skill Devt	Service Quality	Service quality impacts customer retention (R1, R4).
Hotels need consistency and cohesion	Consistency in service delivery	Operational cohesion	Skill Devt	Service Quality	Consistency ensures a reliable guest experience (R4).
Expose workers to different tasks to build adaptability	Adaptability	Task variety	Skill Devt	Service Quality	Promotes well-rounded service staff (R6).
Hotels struggle with loan repayments	Loan management	Financial literacy	Skill Devt	Financial Literacy	Financial skills are needed for sustainability (R8).
Access to credit is crucial	Credit negotiation	Access to finance	Skill Devt	Financial Literacy	Understanding credit processes aids growth (R3, R7).
Train leaders in financial literacy and loan management	Budgeting, Loan management	Leadership finance skills	Skill Devt	Financial Literacy	Promotes better financial decisions (R3, R8).
Build strong supplier relationships	Supplier relationships	Procurement and logistics	Skill Devt	Financial Literacy	Supplier management is key to business flow (R3, R7).
Guests expect unique experiences	Differentiation	Customer expectations	Skill Devt	Innovation & Competitiveness	Tailored experiences give competitive edge (R4).
Interior design is often overlooked	Ambiance creation	Service appeal	Skill Devt	Innovation & Competitiveness	Atmosphere plays a key role in guest satisfaction (R4).

Train staff to understand hospitality trends	Branding, Trend awareness	Market alignment	Skill Devt	Innovation & Competitive ness	Enables staff to respond to changing market needs (R4).
Encourage continuous research and learning	Research, Learning	Innovation culture	Skill Devt	Innovation & Competitive ness	Promotes creativity and relevance (R2).
Routine tasks limit growth	Job rotation	Task enrichment	Skill Devt	Workforce Development	Diversifying tasks promotes employee growth (R5, R6).
Employees need motivation	Motivation, Engagement	Performance drivers	Skill Devt	Workforce Devt	Motivated employees strive for improvement (R10).
Assign challenging tasks for learning	Exposure to new tasks	Capability building	Skill Devt	Workforce Devt	Stretch tasks enhance competence (R5).
Provide regular feedback to enhance skills	Feedback mechanisms	Continuous improvement	Skill Devt	Workforce Devt	Feedback loops support learning and development (R10).
Impulsive leadership harms hotels	Strategic planning	Leadership maturity	Skill Devt	Leadership	Strategic thinking is vital for sustainable leadership (R9).
Involve staff in daily operations	Empowering employees	Participative mngt	Skill Devt	Leadership	Staff inclusion improves decision quality (R9).
Train managers in conflict resolution	Conflict resolution	Managerial competence	Skill Devt	Leadership	Reduces internal friction and boosts morale (R5).

Appendix 21: Coding framework: Mentorship on Hotel Survivability (Category –

Mentorship)

Raw Quote	Code	Subcategory	Theme	Comments
"They connected me to a network of professional hoteliers and hotel managers' forum." (R1) "Mentorship staff can improve their ability to recognize and seize business opportunities." (R2) "Leveraging expertise in professional negotiation can improve ability to recognize opportunities." (R8) "Always explore new approaches, the effectiveness, and refine your strategies accordingly." (R7)	Networking, Skill Development, Strategic Thinking	Professional Growth	Mentorship as a Driver of Professional Growth (**Growth enabler**)	Illustrates how mentorship builds skills, networks, and strategic capacity.
"There are people who have always looked up to me for guidance and support." (R1) "An experienced person can provide guidance on risk assessment." (R2) "Encourage a positive approach— call them aside and offer guidance." (Respondent 3) "Recognizing their strengths shows that you genuinely care about their progress." (R3)	Guidance, Emotional Support, Constructive Feedback	Psychological and Emotional Support	Emotional and Psychological Support (**Growth enabler**)	Highlights mentoring as a source of emotional resilience and trust.

"Mentorship that contributes to hotel survival must be directed to individuals who love what they do." (R4) "A thriving business requires perseverance, and those in the hospitality industry must understand that challenges are inevitable." (R4) "Continuous improvement is key. Regularly updating and modifying the hotel environment." (R4) "Ensures that guests always find something new when they visit." (R6)	Resilience, Perseverance, Continuous Improvement	Adaptability and Resilience	A Tool for Resilience and Adaptability **(Growth enabler)**	Emphasizes how mentorship helps staff adapt and thrive amidst challenges.

Appendix 22: Coding framework for Internal Employee Promotion and Hotel Survivability

Raw Quote	Code	Subcategory	Category	Theme	Comments
People want to work in a hotel that cares for them and treats them fairly. (R1)	Employee well-being, Fair treatment	Employee motivation	Internal Promotion	Motivation	Fairness in treatment boosts employee loyalty and morale.
Such an environment enhances operational effectiveness. (R1)	Positive work environment	Operational outcomes	Internal Promotion	Performance	A supportive work culture directly improves performance.
Retaining good employees ensures that we have people ready for promotion. (R1)	Employee retention	Succession readiness	Internal Promotion	Preparedness	Employee retention prepares future leaders internally.
We prefer to promote heads of departments internally because they understand how things operate. (R2)	Internal promotion, Familiarity with operations	Institutional knowledge	Internal Promotion	Preparedness	Promoting internally ensures smoother leadership transitions.
Success in a company requires understanding and following both spoken and unspoken cultural norms. (R2)	Workplace norms, Professionalism	Cultural fit	Internal Promotion	Preparedness	Internal candidates often better understand organizational culture.
A manager who never promotes employees risks losing talented and	Leadership opportunities, Talent retention	Retention risk	Internal Promotion	Motivation	Lack of promotion opportunities demotivates high performers.

motivated staff to competitors. (R3)					
Providing incentives and hiring professionals ensures business efficiency. (R3)	Employee motivation, Professional expertise	Incentive systems	Internal Promotion	Performance	Motivation through rewards enhances staff performance.
Hiring competent managers who can be entrusted with responsibilities is crucial. (R4)	Leadership competence, Accountability	Talent capability	Internal Promotion	Preparedness	Internal promotions rely on identifying capable individuals.
Discipline, determination, and ambition are essential for success. (R5)	Work ethic, Positive mindset	Personal attributes	Internal Promotion	Motivation	Promotable employees often display drive and ambition.
One-man operations often struggle due to high maintenance costs outweighing revenue. (R6)	Financial sustainability, Resource allocation	Operational challenges	Internal Promotion	Performance	Highlights inefficiencies in systems lacking delegation and team growth.
Keeping employees happy by ensuring timely salary payments fosters loyalty and productivity. (R6)	Employee satisfaction, Timely compensation	Motivation through stability	Internal Promotion	Motivation	Financial reliability reinforces employee commitment.
Hotels need to hire qualified professionals with the right attitude. (R7)	Hiring quality staff, Employee attitude	Attitude and expertise	Internal Promotion	Preparedness	Positive attitude is critical for promotability.

If I'm an MD and entertain junior staff who undermine the GM, I create an environment where manipulation flourishes. (R8)	Leadership challenges, Power dynamics	Organizational politics	Internal Promotion	Performance	Toxic environments can hinder internal leadership development.
Encouraging discussions about the hotel's values helps employees understand its culture. (R9)	Employee engagement, Value alignment	Organizational values	Internal Promotion	Preparedness	Cultural alignment enhances promotion readiness.
A strong corporate culture can be beneficial but may also lead to exclusivity, limiting diversity and innovation. (R10)	Rigid culture, Barriers to innovation	Cultural rigidity	Internal Promotion	Performance	Rigid internal systems can restrict innovative leadership progression.

Appendix 23: Coding framework for organizational culture and Hotel Survivability

Raw Quote	Code	Subcategory	Category	Theme	Comments
People want to work in a hotel that cares for them and treats them fairly... (Respondent 1)	Fair treatment	Employee well-being	Employee Retention	Employee Well-being & Retention	Key for staff loyalty
Maintaining a relaxed and friendly hotel environment is important... (Respondent 2)	Positive work environment	Employee well-being	Employee Retention	Employee Well-being & Retention	Supports open communication
When employees feel safe to express their ideas and be creative... (Respondent 1)	Creativity & Innovation	Open communication	Workplace culture	Workplace Relationships & Innovation	Fosters brainstorming & problem solving
Our hotel operates like a family, and we are committed to retaining our employees... (Respondent 1)	Employee retention	Employee loyalty	Employee Retention	Employee Well-being & Retention	Customer loyalty linked to retention
We have established clear standards of behavior, speech, and self-presentation... (Respondent 2)	Clear guidelines & professionalism	Workplace norms	Workplace culture	Workplace Relationships & Innovation	Key to success
Encouraging empathy, providing clear guidelines... (Respondent 1)	Empathy	Leadership quality	Workplace culture	Workplace Relationships & Innovation	Builds caring workplace
We prefer to promote heads of departments internally because they understand how things operate. (Respondent 2)	Internal promotion	Career advancement	Leadership	Leadership and Internal Promotions	Supports succession planning
A manager who never promotes employees risks losing talented and motivated staff... (Respondent 3)	Employee advancement	Career advancement	Leadership	Leadership and Internal Promotions	Retention through promotion

Managers must refrain from demeaning staff... (Respondent 2)	Respectful leadership	Leadership quality	Workplace culture	Workplace Relationships & Innovation	Improves adherence to policies
Lack of clear lines of responsibility and authority leads to disorganization. (Respondent 8)	Role clarity	Organizational structure	Leadership	Leadership and Internal Promotions	Important for order & discipline
To thrive, emphasis should be placed on providing incentives, investing time... (Respondent 3)	Incentives	Employee motivation	Employee Retention	Employee Well-being & Retention	Supports professional growth
When top management actively supports professional growth... (Respondent 8)	Professional growth support	Employee development	Employee Retention	Employee Well-being & Retention	Enhances efficiency
Serving people with genuine hospitality should always be a priority... (Respondent 3)	Passion for hospitality	Employee motivation	Workplace culture	Workplace Relationships & Innovation	Core to hotel industry
Passion for the hospitality industry is key... (Respondent 5)	Passion	Employee motivation	Workplace culture	Workplace Relationships & Innovation	Drives perseverance
Hiring competent managers who can be entrusted... (Respondent 4)	Competent leadership	Leadership quality	Leadership	Leadership and Internal Promotions	Crucial for success
As a general manager, maintaining communication... (Respondent 6)	Communication	Leadership quality	Leadership	Leadership and Internal Promotions	Enhances coordination
Plans sometimes fail, and breakthroughs take time... (Respondent 7)	Self-motivation	Employee motivation	Adaptability	Adaptability and Business Growth	Internal drive important
Making consistent improvements to the hotel creates a fresh experience... (Respondent 7)	Continuous improvement	Adaptability	Business growth	Adaptability and Business Growth	Drives customer satisfaction

One-man operations often struggle due to high maintenance costs... (Respondent 6)	Financial challenges	Business sustainability	Business growth	Adaptability and Business Growth	Impact of debt servicing	
Keeping employees happy by ensuring timely salary payments... (Respondent 6)	Timely salary payment	Employee motivation	Employee Retention	Employee Well-being & Retention	Improves loyalty & productivity	
Motivation is another key factor; the MD has personally tipped me... (Respondent 6)	Recognition	Employee motivation	Employee Retention	Employee Well-being & Retention	Direct reward system	
If an MD entertains junior staff members who undermine the general manager... (Respondent 8)	Power struggles	Authority conflicts	Leadership	Leadership and Internal Promotions	Undermines authority	
Imposing rules without consulting employees and increasing workloads... (Respondent 8)	Workload imbalance	Resource allocation	Workplace culture	Workplace Relationships & Innovation	Lowers motivation	
A culture that promotes learning, accountability, and ethical behavior... (Respondent 8)	Ethical leadership	Leadership quality	Workplace culture	Workplace Relationships & Innovation	Builds accountability	
Internal promotions must consider whether employees align with hotel practices... (Respondent 9)	Cultural fit in advancement	Career advancement	Leadership	Leadership and Internal Promotions	Ensures smooth transitions	
Encouraging discussions about the hotel's values helps employees understand its culture. (Respondent 9)	Communication about values	Organizational culture	Workplace culture	Workplace Relationships & Innovation	Enhances engagement	
Organizational culture shapes succession planning and hotel survivability... (Respondent 10)	Organizational culture	Organizational culture	Workplace culture	Workplace Relationships & Innovation	Supports adaptation	
A strong corporate culture can be beneficial but may also lead to exclusivity... (Respondent 10)	Cultural exclusivity	Cultural diversity	Workplace culture	Adaptability and Business Growth	Risk of limiting innovation	

Poor organizational culture can lower morale, decrease productivity... (Respondent 10)	Negative culture impacts	Organizational culture	Workplace culture	Workplace Relationships & Innovation	Affects reputation		
Leadership must uphold consistent ideals to minimize organizational friction... (Respondent 10)	Leadership consistency	Leadership quality	Leadership	Leadership and Internal Promotions	Reduces friction		

Appendix 24: Plagiarism Report

SR926

ISO 9001:2019 Certified Institution

THESIS WRITING COURSE

PLAGIARISM AWARENESS CERTIFICATE

This certificate is awarded to

NANSAMBA ESTHER

STHE/PGH/004/19

In recognition for passing the University's plagiarism

Awareness test for Thesis **entitled: SUCCESSION PLANNING PRACTICES, ORGANIZATIONAL CULTURE AND SURVIVABILITY OF HOTELS IN WESTERN UGANDA with** similarity index of 1% and striving to maintain academic integrity.

Word count: 67074
Awarded by

Prof. Anne Syomwene Kisilu
CERM-ESA Project Leader   Date: 11/07//2025