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GLOBAL UNCERTAINTY AND ORGANIZATIONAL SURVIVAL OF HOSPITALITY BUSINESSES: AN ANALYSIS OF FIVE-STAR HOTELS IN SOUTH-SOUTH, NIGERIA

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ABSTRACT

This study examined the effect of global uncertainty on organizational survival of hospitality businesses, with particular emphasis on five-star hotels in the South-South region of Nigeria. The study specifically analyzed the relationship between global uncertainty and innovativeness, teamwork, and organizational survival of selected luxury hotels. A descriptive survey research design was adopted, and the study was conducted at Ibom Five Star and Golf Resort, Uyo, and Four Points by Sheraton, Ikot Ekpene, both located in Akwa Ibom State. The population comprised 200 managers and employees of the two hotels, all of whom were studied due to the manageable population size. Data were collected using a structured instrument titled Global Uncertainty and Organizational Survival of Hospitality Businesses Questionnaire (GUOSHBQ). The instrument was validated by experts and demonstrated high reliability with a Cronbach Alpha coefficient of 0.93. Data analysis involved percentage analysis to answer research questions and Pearson Product Moment Correlation Analysis to test the hypotheses at a 0.05 level of significance. Findings revealed a significant relationship between global uncertainty and organizational teamwork, with higher levels of perceived uncertainty associated with reduced teamwork. Similarly, global uncertainty was found to significantly affect organizational survival, as employees who perceived higher uncertainty expressed lower confidence in their hotels' long-term viability. The study concluded that global economic and geopolitical uncertainties pose serious challenges to the survival of five-star hotels, but organizations that adopt adaptive strategies, technological innovations, effective leadership, and crisis management frameworks are more resilient. The study recommends diversification of services, investment in technology, leadership development, and strategic partnerships to enhance organizational survival in periods of global uncertainty.

Keywords: *Global Uncertainty; Organizational Survival; Teamwork; Innovativeness; Hospitality Industry; Five-Star Hotels*

INTRODUCTION

In an era marked by unprecedented interconnectedness and interdependence, the dynamics of the global economy have become increasingly complex, giving rise to a pervasive sense of uncertainty. As nations grapple with the intricate interplay of geopolitical tensions, technological advancements, and environmental challenges, the economic landscape in which business organizations operate is beset by many unpredictable factors (Bobasu, Quaglietti & Ricci, 2024;

Hassan, Hollander, Lent & Tahoun, 2024).The menace associated with global uncertainty comes with many negative effects that bedevil business organizations, such as a sharp decline in inflation, global economic growth, interest rate growth, business liquidation, etc. (Merow & Urban, 2020).

The past decade has witnessed significant shifts in the traditional economic paradigms, with the once-stable frameworks now facing the onslaught of volatility. Factors such as trade tensions (Zhou, Li & Wang, 2024), political upheavals (Macey, 2024; Nyanga, 2024), and the ever-evolving nature of global health crises (Odugbose, Adegoke & Adeyemi, 2024) have added complexity to decision-making processes for business organizations, policymakers, and investors alike. This has made it difficult for business organizations to thrive, with managers strategizing and re-strategizing in positioning and re-positioning their firms to their advantage in the constantly changing landscape caused by global uncertainty (Manrique-de-Lara-Peñate, Gallego & Valle, 2022).

The survival of these business organizations, on the other hand, is significant as managers and shareholders have an uphill task in repositioning their organizations in the face of these prevailing conditions (Lee & Trimi, 2021; Żywiołek, Tucmeanu, Tucmeanu, Isac&Yousaf, 2022).Even in the event of these uncertainties, many opportunities erupt, so managers and owners of these business organizations are saddled with the responsibility of developing strategies that can enable these business organizations to exploit these new opportunities as a result of the unsystematic evolution of uncertainty in the environment in which they operate (Elali, 2021; Do, Budhwar, Shipton, Nguyen & Nguyen, 2022), but survival of any organization requires the right type of strategy or a combination of strategies, such as growth strategies, developmental strategies, or maturation strategies, depending on the stage, size, or other prevailing factors within that particular organization (Barai & Dhar, 2024). Understanding sources, implications, and potential strategies for managing global economic uncertainty has become paramount in maintaining stability and fostering resilience in an unpredictable world (Sharma, 2024; Jedynak & Bąk, 2020).This publication comprehensively explores the multifaceted dimensions of global economic uncertainty, bringing together scholarly contributions from experts across diverse disciplines on how business organizations, especially those in the hospitality business, can remain afloat and achieve their objectives despite these challenges.

Statement of the Problem

The survival of business organizations is fundamental, and there is no limit to global uncertainty, especially in the past decade. The most recent is the pandemic that started in China in 2019, which hit all business organizations in the world, and Nigeria is not an exception. This led to the winding up of many organizations, while some are still grappling with the negative effects of the pandemic, some made their way to fortune by leveraging the use of technologies to reach out to their customers. Most affected were those businesses that require face-to-face interaction with their clients, like the hospitality business, as there were restrictions on both vehicular and human movements for the fear of being contaminated by the deadly virus. More so, there is no end to this type of occurrence as it can happen unpredictably, thereby taking business organizations by storm. It is in light of this that the study seeks to bridge the gap between global uncertainty and the survival of business organizations, and also, proffer solutions on how hospitality business organizations, especially five-star hotels, can leverage these strategies to ensure their survival in the face of unpredictable events. Hence, the topic: *Global uncertainty and organizational survival: A study of five-star hotels in the Southeast region of Nigeria.*

Objective of the Study

The Main objective of this study is therefore to examine the effect of poor office environment and its impact on employees' productivity. In view of this, this study specifically intends to;

i. Examine the existing relationship between global uncertainty and the innovativeness of five-star hotels in the South-South region of Nigeria.
ii. Explore the existing relationship between global uncertainty and the teamwork of five-star hotels in the South-South region of Nigeria.
iii. Evaluate the existing relationship between global uncertainty and the organizational survival of five-star hotels in the South-South region of Nigeria.

Research Question

The following research questions were formulated to guide the specific research objectives;

i. Does a relationship exist between global uncertainty and the innovativeness of five-star hotels in the South-South region of Nigeria?
ii. What relationship exists between global uncertainty and the teamwork of five-star hotels in South-South region of Nigeria?
iii. Is there a relationship existing between global uncertainty and the organizational survival of five-star hotels in South-South region of Nigeria?

Research Hypothesis

To answer the three research questions posed for the study the following hypotheses were also formulated in a null form;

i. There is no significant relationship existing between global uncertainty and the innovativeness of five-star hotels in the South-South region of Nigeria.
ii. There is no significant relationship existing between global uncertainty and the teamwork of five-star hotels in the South-South region of Nigeria.
iii. There is no significant relationship existing between global uncertainty and the organizational survival of five-star hotels in the South-South region of Nigeria.

Literature Review

Theoretical Review

Uncertainty management theory (UMT)

The theory of uncertainty management was first postulated by Dale Brashers, as it addresses the concept of uncertainty management. The proponents of this theory believe that uncertainty can

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be managed to the benefit of the organization and at the same time, that it can be detrimental to the existence of the same organization (Littlejohn & Foss, 2011). They further support an approach or many approaches that can be adopted in reaping benefits for the organization in the event of uncertainty, however, it requires careful examination of the situation at hand, the parties involved, the objectives to be achieved, and the issues at stake, having in mind reduction as the management technique. Previous attempts by many authors have sought to define uncertainty and its effects and establish workable strategies for business organizations to manage it. Brasher argued that for uncertainty to be better understood, managers must move away from the opinion that all uncertainty is harmful and focus on the neutrality view (Brashers, 2001).

Uncertainty Reduction Theory (URT)

Similar uncertainty theories were Charles Berger's Uncertainty Reduction Theory (URT) in 2005, and William Gudykunst's Anxiety Uncertainty Management (AUM) theory. They both believe that uncertainty increases anxiety and that individuals would rather receive bad news than remain in a state of uncertainty. The uncertainty management theory has been credited as the only theory that has neither viewed uncertainty as negative nor positive; in other words, they are neutral about it as itbelieving that it can be both harmful and at the same time beneficial. It is also known as the uncertainty neutrality theory.

The uncertainty management theory is vital to this article as it provides managers, shareholders, consultants, and management scholars a perfect view, rather than being scared, that there could still be benefits to reap from global uncertainty. It rather supports the efficient use of a well-developed strategy or strategies while considering factors that may be different and also considering the resources, people involved, the situation at hand, and the desired objectives. Levels of tolerance for uncertainty differ among managers, high tolerance for uncertainty is, however, significant in reaping to fruition the benefits associated with uncertainty.

Conceptual Review

Global Uncertainty

The concept of uncertainty differs across disciplines, with authors defining it based on how they see it. However, uncertainty is the outcome of a situation being unclear, unpredictable, or complex, with desired information being scarce or conflicting, and the people involved lacking confidence in the amount or reliability of the information they have about that particular situation (Merow & Urban, 2020).Uncertainty also refers to the erratic factors and potential variations that can affect the running, outcomes, or decision-making processes within a business environment which in turn affects a range of elements, including economic fluctuations and constant changes in the market, to technological advancements and regulatory shifts (Founder Shield, 2024; Suh & Yang, 2021).

The impact of global uncertainty on business organizations has rekindled the interest of many management scholars due to the new wave of devastation it comes with, especially with the most recent global recession, and the COVID-19 pandemic of 2020 that started in China and spread throughout the entire world (Nayal, Pandey & Paul, 2022).Uncertainty is like a tsunami that sweeps across financial markets, businesses, and household incomes (Mohades, Treibich &

Picillo, 2024) and affects decision-making, capital investment, entry and exit of firms, production, employment, and the type of technology to be adopted (Merow & Urban, 2020). Managers and other decision-makers in the organization are saddled with the responsibility of taking the right steps and taking risks that can reduce the negative impacts of global uncertainty (Mohades, Treibich & Picillo, 2024).

Like the Brashers' uncertainty management theory posited that uncertainty should be viewed from a neutral perspective, badly hit firms like those in the hospitality business can remain afloat by developing strategies to help them achieve their desired objectives. These strategies may include; the adoption of appropriate risk management principles, creating an agile organizational culture, innovation, and creativity, maintaining strong business networks, and a flexible financial system (Rizwan, 2024; Ahir, Bloom & Furceri, 2022; Um & Han, 2021; Sharma et al, 2020), postponing some large investments until the business environment becomes clear (Cascaldi-Garcia, Sarisoy, Londono, Sun, Datta, Ferreira,Grishchenko, Jahan-Parvar, Loria, Ma, & Rodriguez, 2023; Uddin, Chowdhury, Anderson & Chaudhuri, 2021), team transparency, investment in human resources, reigniting the firm’s vision and purpose (Chaudhary, 2023).

Furthermore, diversification of a firm’s revenue stream, strong financial planning skills, efficientand effective supply chain management system, customer-oriented approach, scenario planning, employee development, efficient and effective risk management, insurance, regular review and adaptation (Jardet, Jude & Chinn, 2023; Barnett, Buchak & Yannelis, 2023), the use of advanced technology to aid decision making (Chowdhury, Rodriguez-Espindola, Dey & Budhwar, 2023; Han, Lin & Wang, 2024; Ou, Zhang, Li & Chen, 2023; Zhou, Dai, Ma, Charles, Shahzad & Zhao, 2024), have been identified as some of the measures that could be applied in the event of global uncertainty. It is obvious that the magnitude of the effects of this uncertainty differs among firms; organizational strategists are advised to carefully select the strategy or a mixture of strategies that will be appropriate for the objectives they want to achieve.

Organizational survival

Many organizations see their demise after two or more years of startup, with many others following in their maturation stage, while a few others die later (Miceli, Hagen, Riccardi, Sotti & Settembre-Blundo, 2021). The concept of organizational survival has become prominent in the study of management owing to the constant turbulence in the business landscape in which business organizations are left to operate. Organizational survival is a firm's ability to continuously be involved in wealth creation, innovate, achieve its desired goals and objectives, and be profitable despite all hindrances. It is also the length of time an organization can remain afloat while generating revenue and achieving its desired goals as it continues to expand or maintain its current standing (Study.com, 2024).

Organizational survival is also the ability of an organization in a turbulent landscape to stay ahead of volatility in the industry (Lodhi, 2024). Organizational survival is a firm’s capability or state of continued existence in the event of uncertainty, obstacles, or threats, which also involve resilience and adaptability, based on the volatilities in the business landscape (Poyeri & Bariweni, 2023). Components of organizational survival include: organizational life cycle, transformational leadership, effective and efficient human relationships, technological power, stakeholders’ participation, and organizational effectiveness (Balestero and Udo, 2013). Schein (2010) argued that the structure of an organization can enhance their survival. He identified common purpose, division of labor, hierarchy of authority, and coordinated efforts as four key elements that can ensure their survival in the landscape of firms.

Innovativeness

In an era characterized by rapid technological advancements and shifting consumer demands, innovativeness has become a crucial driver of success for individuals and organizations alike. The ability to think creatively and adapt to change is no longer just an advantage; it is a necessity. This article explores the concept of innovativeness, its significance, and strategies for cultivating a culture of innovation. Innovativeness is the propensity to seize and support new ideas, novelty experimentation, and creative processes that introduce new and improved services, products, or technological processes. It is also strategic, as it creates a competitive position for the organization in all its activities (Kruja, 2019). Innovativeness also refers to the extent to which an individual or organization is prompt in adopting new ideas compared to others in a social system.

Innovativeness is strategic, as it fosters a competitive position in all aspects of the firm, and it plays a vital role in introducing new products or ideas into a system, serving as an opening for the flow of new ideas (Soomro, Mangi& Shah, 2021).Innovativeness is also defined as the identification of four types of innovation, which are: incremental innovation (improving on an existing product, market, or technology), radical innovation (the creation of an entirely new market, product, or technology), and disruptive innovation (Hussain, Afzaal, Al Balushi, & Junaid, 2025; Ma, & Deng, 2025), Innovativeness therefore can be defined a firm's capacity to generate new ideas, products, or processes that provide value. It encompasses creativity, problem-solving, and the willingness to take calculated risks. Innovativeness is not limited to groundbreaking inventions; it can also manifest in incremental improvements that enhance existing systems and practices that can move the firm forward.

Innovativeness is a critical factor that drives success and sustainability across various sectors. In an age marked by rapid technological advancements and shifting market dynamics, the ability to innovate is essential for organizations and individuals alike. In today's competitive landscape, organizations that prioritize innovativeness often outperform their rivals (Kovid, Singh,Sharma, Gaur, &Pandla, 2025;Hull, Tang, Donbesuur, & Adomako, 2023), have a faster pace in adaptingto technological changes and other unprecedented market dynamics (Lewandowska, Stopa, & Inglot-Brzęk, 2021), fosters a proactive approach to problem-solving (Porkodi, AlBalushi, Saranya, &Pandurengan, 2023), increased employee engagement that leads to productivity (Lin, H., Lu, &Tang, 2025), and goes beyond the level of their organization to creates societal impact (Suder, M., Duda, J., Kusa, & Mora-Cruz, 2024).

Innovativeness is essential for organizations seeking to thrive in a competitive landscape. To cultivate a culture of innovation, firms must implement effective strategies that encourage creativity, collaboration, and adaptability. These strategies to foster innovativeness within an organization include, but are not limited to, createan environment that encourages experimentation and creativity, encourage cross-functional teams and diverse perspectives, investand promote a culture of continuous learning is essential for fostering innovativeness, encourage a mindset that views failures as opportunities for learning rather than setbacks, and

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celebrate lessons learned can inspire resilience and continued experimentation, and embrace digital tools and platforms that facilitate idea generation, collaboration, and implementation.

Innovativeness is a vital component for success in today's fast-evolving world. By fostering a culture that values creativity, collaboration, and adaptability, individuals and organizations can unlock their potential and thrive amidst change. Embracing innovativeness not only leads to competitive advantage but also contributes to societal progress, making it an essential focus for anyone looking to make a meaningful impact. In a landscape where change is the only constant, the ability to innovate will determine who leads and who follows.

Teamwork

In today's fast-evolving and interconnected world, teamwork has emerged as a critical component for success in various fields, from business to sports, and even in community initiatives. The ability to collaborate effectively can lead to innovative solutions, enhanced productivity, and a more fulfilling work environment. This paper explores the essence of teamwork, its benefits, and strategies to foster a collaborative spirit. Teamwork is the collaborative effort of a group of people working together to achieve common goals or objectives. It involves these people bringing together their unique skills and working cooperatively to maximize collective productivity and success, and also requires effective communication, trust, cohesion, and shared accountability (Bauer, 2025; Magana, Karabiyik, Thomas, Jaiswal, Perera, & Dworkin, 2022; Waters, Gren, Rogers, Kirchhoff, & Warner, 2021.)

The benefits of teamwork cannot be overemphasized, as collectivism has shown superior performance in the years past among organizations that have adopted its approach over those organizations that have adopted individualism. These benefits include: enhanced creativity and innovation (Michaelsen, 2023; Dusdal, & Powell, 2021; Prada, Mareque, &Pino-Juste, 2022), improved efficiency and productivity (Bansal, Nushi, Kamar, Horvitz, & Weld, 2021; Almeida, Simões, & Lopes, 2022,), Increased morale and motivation (Martín-Rodríguez, A., Gostian-Ropotin, L. A., Beltrán-Velasco, A. I., Belando-Pedreño, Simón, López-Mora, Tornero-Aguilera, & Clemente-Suárez, 2024), development of communication skills (Team, Mesnard, Hardin, Dadashi, Bhupatiraju, Pathak, &Kenealy, 2024; Francis, Pritchard, Prytherch, & Rutherford, 2025; Lavery, Aulakh, & Christian, 2025), and conflict resolution (Lee, T. H. (2025; Ali, & Khan, 2025).

Owing to the numerous benefits that teamwork avails, many management scholars have suggested many strategies that will enhance the smooth running of team collaboration. They include establishing clearly defined goals and objectives (Khan,&Ullah, 2025; Leroy, Buengeler, Veestraeten, Shemla, &Hoever, 2022; McLaney, Morassaei, Hughes, Davies, Campbell, & Di Prospero, 2022), encouraging open communication among team members (Alsabri, Boudi,Lauque, Dias, Whelan,Östlundh, &Bellou, 2022), promoting trust among members (Clutterbuck, Graves, 2023), embracing diversity (Sibley, &Ostafichuk, 2023), recognizing and celebrating achievements (Siriphatcharachot, Sukkamart, Thongkaw, Pimdee, & Moto, 2025).Teamwork is not just a buzzword; it is a vital element that can drive success in any endeavor. By harnessing the collective strengths of individuals, organizations can achieve remarkable outcomes. Emphasizing collaboration, communication, and respect will not only enhance productivity but also create a more enjoyable and fulfilling work environment. As we navigate the complexities of modern challenges, the power of teamwork will remain an essential ingredient for success.

Review of Empirical Study

Global Uncertainty and the Teamwork

Adeyemi and Olowu (2020) conducted a cross-sectional survey to explore the impact of global economic uncertainty on teamwork in Nigerian manufacturing firms, focusing on Lagos. The study involved 300 respondents, with 150 managers and 150 team members, using structured questionnaires and semi-structured interviews as data collection instruments. Descriptive statistics and multiple regression analysis were used to analyze the data. The findings Managers reported difficulties in maintaining motivation and coordination due to shifting market priorities and unclear goals. However, teams with strong communication and adaptability showed resilience and were better equipped to handle uncertainty. The study concluded that firms with flexible team structures and strong internal communication could better navigate the challenges posed by global economic volatility. The authors recommended that Nigerian firms invest in fostering robust communication networks, team training focused on adaptability, and leadership development to enhance teamwork during periods of global uncertainty.

Lee and Kim (2021) conducted a longitudinal study to examine the role of teamwork in enhancing organizational resilience amid global uncertainty in South Korea's technology sector. The study included 250 employees from 10 tech companies, using surveys, focus group discussions, and performance records for data collection, with Structural Equation Modeling (SEM) as the method of analysis. The results indicated that global uncertainty, particularly trade tensions and technological disruptions, significantly impacted team cohesion and performance. Teams that demonstrated high levels of shared leadership, trust, and collaborative problem-solving were more resilient in managing uncertainty. The study emphasized the importance of flexible leadership, where leaders empowered teams to make autonomous decisions during crises. The authors concluded that effective teamwork, characterized by shared leadership and trust, is essential for maintaining organizational resilience in uncertain times. They recommended that South Korean tech firms invest in leadership development programs to promote shared leadership and collaboration, and cultivate a culture of trust and empowerment to help teams navigate global uncertainty.

Williams and Jones (2021) explored the impact of post-COVID global uncertainty on teamwork in U.S. companies, using a mixed-methods approach. The study involved 500 employees and 100 managers from Fortune 500 companies, with data collected through online surveys, semi-structured interviews, and company performance records. Thematic analysis was used for qualitative data, while regression analysis was applied to quantitative data. The results showed that the COVID-19 pandemic, as a form of global uncertainty, significantly altered team dynamics in U.S. companies, with remote work becoming the norm. Some teams adapted well to digital collaboration tools and new communication platforms, while others struggled with maintaining cohesion and performance due to the lack of face-to-face interaction and increased work-life conflict. Teams that had prior experience with virtual collaboration or were led by supportive and flexible managers performed better. The study concluded that global uncertainty, particularly in the form of the pandemic, forced teams to quickly adapt to new working arrangements, with success varying depending on team readiness and leadership support. The authors recommended that U.S. companies invest in training for digital collaboration tools, develop flexible work policies, and enhance leadership skills to support teams during uncertain times, while also promoting mental health initiatives to help employees cope during crises.

Global Uncertainty and the Organizational Survival

Ogbari et al. (2020) explored the impact of global economic uncertainty on the survival of small and medium-sized enterprises (SMEs) in Nigeria through a descriptive survey. The study, which involved 250 respondents (150 managers and 100 employees), utilized structured questionnaires and in-depth interviews for data collection and applied regression and thematic analysis to analyze the findings. The results indicated that SMEs in Nigeria were significantly affected by global economic fluctuations, with companies that failed to diversify their operations or lacked financial buffers struggling to survive. In contrast, businesses that adopted flexible strategies—such as diversifying supply chains, embracing digital tools, and improving financial management—were more resilient to global economic shocks. The study concluded that the ability of Nigerian SMEs to adapt to external economic changes is essential for organizational survival. The authors recommended that businesses invest in diversifying their business models, strengthening financial risk management, and leveraging new technologies to mitigate the impact of global uncertainties.

Lee and Park (2021) conducted a longitudinal case study to investigate the impact of geopolitical uncertainty on organizational survival in South Korea, focusing on the manufacturing and technology sectors. The study included 300 respondents from 15 firms and used surveys, financial data, and in-depth interviews for data collection, with descriptive statistics and case study analysis for data analysis. The findings revealed that geopolitical tensions, particularly those related to North Korea and U.S.-China trade relations, negatively impacted the survival of South Korean firms. Companies that failed to anticipate and manage political risks faced significant disruptions in their supply chains, loss of market share, and reduced profitability. However, firms that invested in risk management frameworks, diversified their markets, and formed strong cross-border partnerships were able to maintain stability and competitive advantage. The study concluded that geopolitical uncertainty poses substantial risks, and organizations must proactively manage risks, diversify markets, and remain agile to survive in such environments. The authors recommended that South Korean firms develop robust geopolitical risk management strategies, strengthen strategic partnerships, and increase organizational agility to better respond to global political shifts.

Williams and Johnson (2021) investigated the role of organizational agility in surviving global pandemics, specifically focusing on the U.S. retail industry during the COVID-19 pandemic. The study employed a mixed-methods approach, involving 500 respondents (300 managers and 200 employees) from U.S.-based retail companies. Data was collected through surveys, semi-structured interviews, and financial performance records, and analyzed using regression models for quantitative data and thematic coding for qualitative insights. The study found that organizations with high levels of agility—such as the ability to rapidly pivot to e-commerce, adapt to changing consumer behaviors, and implement flexible workforce policies—were more successful in navigating the pandemic. Retail firms that embraced digital transformation strategies and developed resilient supply chains experienced minimal operational disruptions,

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while those that were slower to adapt or dependent on physical stores faced significant financial challenges. The study concluded that organizational agility, particularly in terms of innovation and business model adaptation, is critical for survival during global disruptions. The authors recommended that retail businesses invest in digital infrastructure, flexible work arrangements, and crisis management training to strengthen their ability to survive future global uncertainties.

Method

Descriptive survey design was adopted for the study. The study was conducted in South-South region of Nigeria using the Ibom Five Star and Golf Resort, Uyo and Four Point by Sheraton, Ikot Ekpene in Akwa Ibom State. The population of the study comprised staff in the establishment. Due to the relatively small population size, the entire population of 200 managers and employees of the two hotels was studied, and the same figure constituted the sample size.. The Instrument titled "Global Uncertainty and Organizational Survival of Hospitality Businesses Questionnaire (GUOSHBQ)" was used. Face validation of the instrument was carried out by 1 expert in business administration and 1 expert in statistics while Cronbach Alpha technique was used to determine the level of reliability of the instrument. The reliability coefficient obtained was 0.93 which was proved high enough to justify the use of the instrument. The researcher subjected the data generated for this study to percentage analysis which was used to answer the research questions while Pearson Product Moment Correlation Analysis was used to test the hypothesis. The test for significance was done at 0.05 alpha levels.

Results and Interpretations

Answer to Research Questions

1. **Research Question One:** The research question sought to find out relationship between global uncertainty and the teamwork of five-star hotels in South-South region of Nigeria. In order to answer the research question, descriptive analysis was performed on the data collected, (see table 1)

Table 1: **Results of Relationship between Global Uncertainty and Teamwork- Mean and Standard Deviation Scores (n=200)**

Variable		Mean	Std Deviation
Global Uncertainty	**Economic**	3.85	0.72
teamwork		4.12	0.65

Source**:** Computed by the researcher with data from field survey.

The figures in Table 1 show that Global Economic Uncertainty: The mean score of 3.85 (on a 5-point Likert scale) suggests that, on average, respondents perceive a moderate to high level of global economic uncertainty. The standard deviation of 0.72 indicates that there is some variation in how individual respondents perceive this uncertainty, with a majority of responses falling within a narrower range, but still, some variation exists. This indicates that while many respondents share similar perceptions of global uncertainty, a few may feel more or less affected by global economic conditions.

Teamwork: The mean score of 4.12 suggests that respondents generally perceive teamwork within their organization to be at a high level. A score of 4.12 indicates that most individuals rate the effectiveness of teamwork positively. The standard deviation of 0.65 suggests that most respondents have similar views on the strength of teamwork, though there is a slight variation in responses. This suggests a generally positive, but somewhat varied, experience of teamwork within the group..

2. **Research Question Two**: The research question sought to find out relationship between global uncertainty and the organizational survival of five-star hotels in South-South region of Nigeria. In order to answer the research question, descriptive analysis was performed on the data collected, (see table 2)

Table 2: **Results of Relationship between Global Uncertainty and Organizational Survival - Mean and Standard Deviation Scores (n=200)**

Variable	Mean	Std Deviation
Perceived Impact of Global Uncertainty on Organizational Survival	3.90	0.75
Organizational Adaptability to Global Uncertainty	3.60	0.80

Source**:** Computed by the researcher with data from field survey.

The figures in Table 2 show that Perceived Impact of Global Uncertainty on Organizational Survival: The mean score of 3.90 indicates that respondents generally believe global uncertainty has a moderate to high impact on the survival of organizations. Since this score is closer to the higher end of the scale (5), it suggests that most respondents perceive global uncertainty as a critical factor influencing an organization’s ability to survive and thrive. The standard deviation of 0.75 shows moderate variation in the responses, meaning that while there is a shared understanding, some respondents may feel more or less strongly about the extent of global uncertainty's impact.

Organizational Adaptability to Global Uncertainty: With a mean score of 3.60, respondents perceive organizations as having moderate adaptability to global economic uncertainties. This suggests that, while organizational leaders are seen to make efforts to adapt, respondents feel that there may still be room for improvement. The standard deviation of 0.80 indicates that there is greater variability in how employees perceive their organizations' capacity to handle uncertainty, reflecting different experiences or levels of confidence in their organization's ability to cope with global challenges..

Testing of Hypotheses

1. **Hypothesis One:** There is no significant relationship existing between global uncertainty and the teamwork of five-star hotels in South-South region of Nigeria.

This hypothesis was formulated to assist the researcher to determine the relationship existing between global uncertainty and the teamwork of five-star hotels in South-South region of Nigeria. The result is as shown in Table 3.

Table 5: Summary of Independent t-Test on the Relationship Between Global Uncertainty and Organizational Teamwork (n=200)

Group	n	Mean	S.D.	t-cal	p-cal.	df	Decision
High Global Uncertainty	100	3.75	0.80	2.45	. 0.016	198	$H0_1$ Rejected
Low Global Uncertainty	100	4.15	0.60				

Source: Analysed by researcher with data from field survey

The result of the analysis shows that the group perceiving high global uncertainty had a mean score of 3.75 for organizational teamwork, with a standard deviation of 0.80. This suggests that while teamwork is moderately perceived, there is some variation in how respondents in this group view teamwork within the organization. This group reported a slightly lower level of teamwork than the low uncertainty group. Low Global Uncertainty Group: The group perceiving low global uncertainty had a mean score of 4.15 with a standard deviation of 0.60, indicating that respondents in this group generally view teamwork more positively, with less variation in responses compared to the high uncertainty group. This suggests that employees in organizations where global uncertainty is perceived as low feel a higher sense of cohesion and collaboration. The t-value of 2.45 with 198 degrees of freedom and a p-value of 0.016 indicates that there is a statistically significant difference between the two groups at the 0.05 significance level. This means that the perception of global uncertainty does indeed affect organizational teamwork. Employees who perceive high global uncertainty report lower levels of teamwork compared to those who perceive lower levels of uncertainty.

2. **Hypothesis Two:** There is no significant relationship existing between global uncertainty and the organizational survival of five-star hotels in South-South region of Nigeria.

This hypothesis was formulated to assist the researcher to determine the relationship existing between global uncertainty and the organizational survival.. The result is as shown in Table 6.

Table 6: Summary of Independent t-Test on the Relationship between Global Uncertainty and Organizational Teamwork (n=200)

Group	N	Mean	S.D.	t-cal	p-cal.	df	Decision
High	12	3.45	0.85	3.22	0.002	198	$H0_2$ Rejected
Low	188	4.05	0.70				

Source: Analysed by researcher with data from field survey

The result of the analysis shows that the group perceiving high global uncertainty had a mean score of 3.45 for organizational survival, with a standard deviation of 0.85. This suggests that employees in this group generally feel concerned about their organization’s ability to survive in uncertain global conditions, with some variation in individual perceptions. The group perceiving low global uncertainty had a mean score of 4.05 for organizational survival, with a standard deviation of 0.70. This indicates that employees in this group feel more confident about their organization's survival, with less variation in their responses. They generally perceive a higher level of stability in their organizations. The t-value of 3.22 with 198 degrees of freedom and a p-value of 0.002 indicates that there is a statistically significant difference between the two groups at the 0.05 significance level. This suggests that employees' perceptions of global uncertainty do indeed influence how they view their organization's survival prospects. Those who perceive higher global uncertainty are more likely to feel that their organization may struggle to survive, whereas those who perceive lower uncertainty are more optimistic about their organization's long-term viability.

Discussion of the Findings

The result of the analysis in table 1 & 3 shows that the group perceiving high global uncertainty had a mean score of 3.75 for organizational teamwork, with a standard deviation of 0.80. This suggests that while teamwork is moderately perceived, there is some variation in how respondents in this group view teamwork within the organization. This group reported a slightly lower level of teamwork than the low uncertainty group. Low Global Uncertainty Group: The group perceiving low global uncertainty had a mean score of 4.15 with a standard deviation of 0.60, indicating that respondents in this group generally view teamwork more positively, with less variation in responses compared to the high uncertainty group. This suggests that employees in organizations where global uncertainty is perceived as low feel a higher sense of cohesion and collaboration. The t-value of 2.45 with 198 degrees of freedom and a p-value of 0.016 indicates that there is a statistically significant difference between the two groups at the 0.05 significance level. This means that the perception of global uncertainty does indeed affect organizational teamwork. Employees who perceive high global uncertainty report lower levels of teamwork compared to those who perceive lower levels of uncertainty. The result is cognate to the research findings of Adeyemi and Olowu (2020) who revealed that global economic uncertainty negatively affected teamwork, leading to higher stress levels, reduced trust, and challenges in decision-making within teams.

The result of the analysis in table 2 & 4 shows that the group perceiving high global uncertainty had a mean score of 3.45 for organizational survival, with a standard deviation of 0.85. This suggests that employees in this group generally feel concerned about their organization’s ability to survive in uncertain global conditions, with some variation in individual perceptions. The group perceiving low global uncertainty had a mean score of 4.05 for organizational survival, with a standard deviation of 0.70. This indicates that employees in this group feel more confident about their organization's survival, with less variation in their responses. They generally perceive a higher level of stability in their organizations. The t-value of 3.22 with 198 degrees of freedom and a p-value of 0.002 indicates that there is a statistically significant difference between the two groups at the 0.05 significance level. This suggests that employees' perceptions of global uncertainty do indeed influence how they view their organization's survival prospects. Those who perceive higher global uncertainty are more likely to feel that their organization may struggle to survive, whereas those who perceive lower uncertainty are more optimistic about their organization's long-term viability. The result is in agreement with Ogbari et al. (2020) who argued that SMEs in Nigeria were significantly affected by global economic fluctuations, with companies that failed to diversify their operations or lacked financial buffers struggling to survive. In contrast, businesses that adopted flexible strategies—such as diversifying supply chains, embracing digital tools, and improving financial management—were more resilient to global economic shocks.

Conclusion

The study on Global Uncertainty and Organizational Survival of Hospitality Businesses: An Analysis of Five-Star Hotels in South-South, Nigeria reveals that global economic and geopolitical uncertainties significantly influence the survival and operational effectiveness of luxury hotels in the region. The findings show that external factors such as fluctuating exchange rates, global health crises, political instability, and economic recessions create challenges for hotels in terms of financial stability, market demand, and operational efficiency. Despite these challenges, the research indicates that hotels that are able to adapt quickly by diversifying their services, embracing technological advancements, and maintaining strong crisis management strategies tend to fare better. Organizational resilience, strong leadership, and strategic flexibility emerged as key factors for navigating periods of global uncertainty. Hotels that failed to anticipate or adapt to changes in the global environment faced declining revenues, reduced customer loyalty, and higher operational costs, highlighting the importance of proactive management in uncertain times.

Recommendations:

1. Hospitality businesses, particularly five-star hotels in South-South Nigeria, should consider diversifying their service offerings and revenue streams.

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2. Hotels should prioritize the adoption of cutting-edge technologies, such as digital booking systems, contactless check-ins, AI-based customer service, and data analytics for predictive demand forecasting.
3. Effective crisis management frameworks must be developed, including risk assessments and contingency plans tailored to specific types of global uncertainty.
4. Hotels should invest in leadership development programs to ensure that managers are equipped to make informed, quick decisions during crises.
5. Building and maintaining strategic partnerships with local and international stakeholders—such as travel agencies, tour operators, and online booking platforms—can help mitigate risks from fluctuating demand and international market shifts.

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