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Original Article

The Impact of Coaching Practice on the Sustainability of Family-Owned Tourism Businesses in Mahe Island, Seychelles

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*Coaching Practices,
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and Decision-making
Skills.*

This study examined the impact of coaching practices on the sustainability of family-owned tourism businesses in Seychelles. Although the benefits of coaching in the business sector are well documented, research on its impact on the sustainability of family-owned tourism enterprises remains scarce. Employing a descriptive survey design, the study gathered data via questionnaires from 253 owners/ CEOs/ managers of family-owned tourism businesses on Mahé Island. The findings indicate a strong positive correlation between coaching practices and business sustainability, with coaching practices accounting for 36.5% of the variation in sustainability outcomes. The participants acknowledged the role of coaching in enhancing leadership effectiveness, decision-making, employee engagement, and conflict resolution. The study recommends that management adopt these practices to bolster the resilience, adaptability, and sustainability of family-owned tourism businesses in the Mahé Island tourism market. The results align with transformational leadership theory, highlighting the potential of coaching to steer family-owned businesses toward sustainable practices through internal motivation and value. This study contributes to the understanding of how coaching practices support the long-term viability of family-owned tourism businesses in the Seychelles, underscoring the importance of coaching programs in skill development, performance improvement, and fostering adaptability. Future research could explore the specific coaching techniques that are most effective for family-owned tourism businesses in the Seychelles. Longitudinal studies may help assess the long-term impact of coaching on business sustainability. Additionally, comparative studies between coached and non-coached family-owned tourism businesses could offer further insights into the effectiveness of these practices in the context of Mahé Island.

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INTRODUCTION

Sustainable practices are crucial for the success and continuity of family-owned businesses. These practices not only enhance business reputation but also strengthen community ties and address ethical considerations and corporate governance. As Memili *et al.* (2017) assert that sustainability is vital for ensuring generational continuity in family businesses. Kalash (2023) emphasised the importance of sustainability for long-term survival and regulatory compliance in French companies. Borazon *et al.* (2023) and Carty (2021) highlight the resilience of family-owned tourism businesses in small island contexts, stressing the need for capability-based continuity plans. Engeset (2020) identified family capital as a key factor in the resilience of rural hotels in Europe, while Kariyapperuma & Collins (2021) noted that family-owned tourism enterprises in New Zealand exhibit diverse approaches to environmental sustainability influenced by family dynamics, goals, and generational imprints. Embracing sustainable practices is a strategic imperative for family-owned businesses that aim for long-term prosperity.

The sustainability of family-owned businesses in the tourism sector poses a complex challenge, characterised by both obstacles and instances of resilience. Chundu *et al.* (2021) highlighted that family-owned businesses in Willowvale often face inadequate capital, unfavourable economic

conditions, and intense competition, all of which can hinder their sustainability. Similarly, Onyeukwu & Jekelle (2019) observed that a lack of clear succession plans and vision disconnects could contribute to the unsustainability of family businesses in Nigeria. Conversely, Akume & Iguisi (2020) suggest that factors such as family structure, spirituality, and stewardship are significant drivers of sustainability in Nigerian family businesses. These contrasting findings underscore the multifaceted nature of sustainability challenges in family-owned tourism businesses in different contexts. Although financial constraints and succession issues present significant threats, cultural and familial factors can serve as unique strengths for these enterprises. Further research is needed to explore how these factors interact and influence the long-term viability of family-owned businesses in the tourism sector, particularly in developing economies.

The Seychelles Tourism Department aims to establish the Seychelles as a leader in sustainable tourism by 2033. Current research has not sufficiently addressed how Seychelles' unique context influences coaching practices. For family-owned tourism businesses, innovative education and entrepreneurial knowledge are vital for business transitions and sustainability, especially because foreign ownership presents security risks. The 2024 Experience Seychelles Mega Fam event underscores

the importance of sustainability for family businesses, highlighting the need for hospitality training to align with industry demands, as outlined in the Tourism Development Regulations 2023. Family-owned tourism enterprises have the potential to adopt sustainable practices, and family dynamics, business size, and generational involvement shape their approach. Emphasis must be placed on implementing resilience factors and succession practices to support tourism sustainability. Despite the existing research, there is no evidence of the impact of coaching practices on the sustainability of family-owned tourism businesses in Seychelles. This study investigates how coaching affects the longevity of these businesses following the founders' departure.

Coaching Practice

Coaching is a highly effective tool for enhancing leadership skills and achieving success, especially during significant organisational change (Wiginton & Cartwright, 2020). It outperformed conventional training methods by improving effectiveness and retention rates. The benefits of coaching include increased self-awareness, self-discipline, self-confidence, emotional competencies, clear objectives, resilience, and adaptability, all of which are crucial for success in an organisation. This is beneficial for both new and experienced leaders, as it helps individuals reach their full potential and achieve peak performance. Coaching unlocks people's potential to maximise their performance, allowing them to acquire new skills rather than simply learning about them. In the European context, family tourism businesses have adapted to the COVID-19 pandemic by embracing digitalisation and sustainability in areas where coaching is particularly beneficial (Jamshed *et al.*, 2023).

Ndlovu & Msimango-Galawe (2023) argue for culturally sensitive, customised coaching in South African business incubators to address the unique needs of entrepreneurs. Coaching forms, such as executive, process, and task monitoring, enhance

capabilities, educate on performance factors, ensure accuracy, and enable individuals to make appropriate decisions based on their skills, thereby improving their efficiency. Coaching guides educational sector transformation, including restructuring, engaging professionals, implementing accredited programs, and integrating new learning styles, assuming that individuals can choose their paths. Papallou *et al.* (2024) argued that in family-owned tourism businesses, coaching is vital for sustainability, skill development, strategic decision-making, succession planning, and mitigating the effects of extreme seasonality on operations and family survival, as these businesses often rely on internal family resources to navigate fluctuations and crises.

In island settings with family-operated accommodations, coaching can enhance the dynamic capabilities to navigate challenges and ensure long-term success. Borazon *et al.* (2023) highlighted that coaching improves sensing, seizing, and transforming capabilities, which are crucial for sustainability during crises. In Seychelles, where family dynamics, resilience, and strategic planning are vital (Dan & Shimizu, 2022), coaching can support the viability of family-run businesses. In tropical climates, such as the Seychelles, family businesses face extreme seasonality but can leverage unique resources and dynamics to adapt and thrive. Although coaching benefits are well documented in Europe, there is limited evidence on its adaptation and implementation in Seychelles' family-owned tourism businesses, indicating a research gap. Despite the Seychelles Tourism Department's efforts to position Seychelles as a sustainable tourism leader, systematic coaching practices tailored to local tourism needs are lacking, creating a significant gap in strategic sustainability management.

Statement of the Problem

Given the rapid advancements in science and technology, innovative methods and techniques are necessary to impart entrepreneurial knowledge to

students. For family-owned businesses, especially those in Seychelles' tourism sector, acquiring this knowledge through coaching is crucial. They play a vital role in business transitions and strategic management, ensuring the long-term sustainability of tourism enterprises.

Despite the recognised benefits of coaching in the business sector, limited research exists on how coaching practices influence the sustainability of family-owned tourism enterprises in Seychelles. Family-owned tourism businesses face challenges related to shared prosperity, including legal non-compliance, inadequate employee training, the absence of a comprehensive family business board, poor customer satisfaction, competition with global chains, and the effects of economic downturns. Foreign transnational hotel chains dominate the tourism industry by importing personnel, technology, and supplies, hindering local business growth and the sustainability of family-owned enterprises, leading to precarious employment and security threats to economies (Giampiccoli *et al.*, 2020). Labour earnings are vital for poverty reduction; however, labour and skill shortages, teenage pregnancies, and substance abuse impede progress, as noted in Seychelles Vision 2033. Approximately 70% of family businesses fail to transition to the second generation, 88% to the third generation, and only 3% to the fourth generation or more (Walsh, 2011; Mokhber *et al.*, 2017).

Jamil *et al.* (2024) explored sustainability in Pakistani family businesses through strategic entrepreneurship. They found that sustainability is valued but not systematically managed because of a lack of awareness of the processes. The scope of this study is limited by the effectiveness of sustainability initiatives in the family business sector. Rahmiati (2020) investigated family business sustainability in Indonesia through CSR initiatives targeting communities. Research shows that CSR activities enhance competitiveness by building a positive reputation and community relationships, thereby supporting business viability. However, the

qualitative methods and single-business focus of this study limit its broader applicability. Memili *et al.* (2017) examined relationships between family ownership, long-term orientation (LTO), and sustainability practices in US tourism family businesses. They found that family ownership was negatively correlated with sustainability practices, although the LTO mitigated this effect. This cross-sectional design limits the causal inferences. This study addresses contextual, conceptual, methodological, and knowledge gaps by establishing the effects of coaching practices on tourism business sustainability on Mahé Island.

Objective of the Study

This study evaluates the effect of coaching practices on the sustainability of family-owned tourism businesses in Mahe Island, Seychelles.

Research Hypothesis

H₀₂: Coaching practice has no statistically significant effect on the sustainability of family-owned tourism businesses in Mahe Island, Seychelles

LITERATURE REVIEW

Theoretical Review

Transformational Leadership Theory

This theory was proposed by MacGregor in 1978 and later developed by Brinkerhoff and Montesino in 1995. The fundamental principle of this theory is that knowledge is acquired by transferring skills from training programs to real-life situations. It posits that training is necessary because of the desire for skill and knowledge acquisition, with the ultimate aim of achieving specific objectives. The theory also emphasises that well-trained workers lead to increased productivity and profitability, as well as improved employee retention rates, customer satisfaction, and creativity for new product ideas. Additionally, it asserts that effective training saves time and money by reducing the time spent on problem-solving and producing a more capable

workforce. This theory is based on three key tenets: leaders shape their followers, followers undergo transformational changes, and the success of transformational leadership is measured by changes in followers (Priest & Gass, 2017). Transformational Leadership Theory is pertinent to understanding how leadership practices within these businesses, such as mentoring and coaching, contribute to successful succession.

One of the key assumptions of transformational leadership theory is that effective leaders can envision a future that inspires and motivates their employees (Wong & Berntzen, 2019). However, when employees view their work as less central to their lives, they are less likely to be swayed by leaders' appeals. Grossman & Sharf (2018) posited that transformational leaders possess exceptional decision-making ability and expertise. This leadership style is characterised by the quality of the relationship between leaders and their followers, which fosters a healthy work environment. Using their social influence, leaders can inspire networks to provide support to the team and build resilience during challenging times (Nguyen *et al.*, 2024). Hassan (2019) contends that a transformational leadership approach enhances employee competency, resulting in increased organisational performance and productivity.

Critics argue that transformational leadership is ineffective when leaders lack ethical values, leading to negative outcomes, such as diminished creativity, innovation, collaboration, and communication among team members. Leaders with narcissistic tendencies can harm organisations, and this leadership style may fail to effectively address external challenges and risks. Effective leadership commitment is crucial for the success of transformational initiatives because approaches relying solely on remote control can undermine efforts. Power abuse is a risk when motivation is not grounded in moral responsibility. Recognising leaders' flaws can empower followers and reduce unrealistic expectations (Fourie & Höhne, 2019).

Transformational leaders may also face ethical ambiguities and engage in unethical practices, potentially coercing team members into unethical actions (Nguyen *et al.* 2024).

The principles of transformational leadership theory, especially its focus on enhancing individuals' abilities through coaching, form the foundation of our study's exploration of how coaching practices can boost the sustainability of family-owned tourism enterprises. Employees often underperform when they are unclear about their responsibilities or expectations for their work. The application of this theory in our study is rooted in the belief that long-term success and improved performance in family businesses stem from the transfer of knowledge and skills from a skilled manager to an apprentice. This theory is relevant to succession practices and posits that transformational leaders are the ideal choice. Such leaders foster employee involvement and commitment while driving exceptional performance.

Empirical Review

Coaching Practice and Sustainability of Tourism Businesses

Wiginton & Cartwright (2020) conducted a study titled 'Evidence on the Impacts of Business Coaching' in Paris, France. Based on a survey of 87 companies that utilised business coaching services, this study explored the extent to which coaching contributes to the success of both leaders and companies. This study utilised a mixed survey approach, integrating quantitative Likert scales with open-ended questions. At a 99% confidence level, participants generally felt that the coaching process delivered outcomes that exceeded the resources invested, resulting in advancements for both individuals and their organisations. Of the six areas examined, five showed a positive correlation between coaching experience and results. This study investigates family-operated businesses in the tourism industry in Seychelles, providing a unique context for evaluating the impact of coaching. By

applying Transformational Leadership Theory as a guiding framework, this study aims to link coaching practices with the sustained success of these enterprises. Through a structured questionnaire approach, this study examined the challenges and opportunities faced by family-run tourism businesses in Seychelles, potentially offering insights into the development of coaching strategies specifically tailored to this sector.

Birknerová *et al.* (2022) conducted research on coaching in business management in Slovakia. This study examined how business managers engage in coaching, whether it is considered relevant for managers, and whether age correlates with coaching aspects of a manager's job. The study used a questionnaire (KKMP questionnaire) in 2019 that combined a quantitative Likert scale with closed-ended questions. The survey included 169 managers from Slovakia who willingly participated. The results revealed significant relationships between coaching aspects in a business manager's job and managers' age in terms of work. These findings imply that managers should not underestimate the benefits of coaching at any age. This study does not follow a theoretical framework, highlighting the need for research on coaching as a strategy to ensure tourism enterprise sustainability in the Republic of Seychelles, guided by Transformational Leadership Theory. This study provides insights into tailoring coaching practices to enhance the viability of family-owned tourism in the region. Additionally, exploring cultural factors and local business practices on coaching effectiveness could yield significant findings for Seychelles practitioners and policymakers.

Ndlovu & Msimango-Galawe (2023) explored the Critical Success Factors for Entrepreneurial Coaching within South African Business Incubators. Their research identified elements that enhance the effectiveness of coaching interventions through a qualitative, exploratory, cross-sectional approach involving 32 participants from these incubators. The study revealed that demographic factors, diversity,

cultural intelligence, relational dynamics, personal traits of coaches, characteristics of entrepreneurs, coaches' skills, and coaching components are all crucial. This research underscores the necessity for coaches to possess emotional intelligence, empathy, and cultural awareness of their coachees, while also stressing the importance of tailoring coaching programs to the specific needs of entrepreneurs. The findings have significant implications for coaching professionals and program developers in South Africa, highlighting the importance of culturally sensitive coaching methods in business incubator programmes. While this study used a qualitative exploratory design, the current study employs a descriptive survey with a structured questionnaire for the Seychelles tourism sector. This approach offers more organised data collection than the qualitative techniques used in previous South African studies. The new methodology may provide quantitative insights into coaching needs in the Seychelles Tourism Industry, enabling a systematic comparison of coaching practices across tourism enterprises and standardised recommendations for coaching programmes.

Olusoji (2023) studied the influence of executive coaching on talent management in Nigerian organisations using four research questions and a cross-sectional study method. The sample population comprised workers from Nigeria's manufacturing and oil and gas sectors, selected through random sampling. Data analysis was performed using percentages, frequency distribution tables, means, and Pearson correlations. The study revealed that training and task delegation are crucial for talent management, executive coaching enhances employee capabilities, and work-process coaching teaches job performance elements. Task monitoring is critical for ensuring correct staff performance. The study recommends that firms create frameworks for recognising talent and provide assistance to enhance abilities. Management should implement executive coaching programs to improve workers' knowledge and provide supervision to help employees work efficiently

under pressure. The findings suggest that combining job processes and content coaching may create a comprehensive talent management system. This study examines the relationship between coaching and family business success in Seychelles' tourism sector and identifies effective coaching components for these enterprises. Studies investigating coaching's role in employee retention and succession planning can provide insights into sustainability.

Sustainability of Family-Owned Tourism Businesses

Equan (2021) researched succession planning methods within property and liability insurance firms in Charlotte, North Carolina. This study investigated the succession-planning approaches used by PCI agency owners to ensure business continuity and success. Data were gathered from 12 PCI agency owners through semi-structured Zoom video interviews, participant observations, field notes, and archived documents. The analysis revealed four key themes: performance management, pay-and-benefit administration, leadership commitment, training, mentorship, and recruitment. To maintain agency continuity, this study recommends the adoption of effective succession-planning strategies. The findings can help PCI agency owners recognise the importance of succession planning for business sustainability and foster social impact by creating jobs, encouraging economic growth, and providing social services to the local community. The study utilised semi-structured Zoom video interviews, participant observations, field notes, and document analyses. A structured drop-and-pick questionnaire was employed to collect data, and a descriptive survey research design with simple linear regression analysis was used to examine the influence of coaching practices on family-owned tourism businesses in Seychelles.

Wayan *et al.* (2022) explored succession planning to sustain family-owned hotel businesses in Bali, Indonesia. This study aims to comprehend

succession in family enterprises, the elements influencing successful succession, and the critical factors for success. Employing descriptive qualitative analysis, data were collected through questionnaires from family business owners in Bali's tourism sector. The findings reveal that family values positively affect heir traits, suggesting that owners' stronger emphasis on values leads to more successful heirs. Among the 15 family value indicators, "craft" was most heavily weighted, while "business experience" was the strongest indicator of successor characteristics. Values positively influenced succession planning, and better planning resulted from owners' greater emphasis on values. The "desire" indicator was weighted highest in succession planning, indicating that founders prioritise successor diligence for a successful succession. Successor characteristics positively impact succession planning, with better characteristics leading to improved planning. The business experience indicator was the most weighted, signifying that owners prioritise succession based on the successor's business experience. However, further research is needed on the impact of coaching practices on the sustainability of family-owned tourism businesses in the Seychelles.

Amaechi *et al.* (2023) conducted a study on strategic succession planning and sustainability of registered family-owned businesses in Southeast Nigeria. This study assesses the impact of succession planning on the long-term sustainability of these businesses. It investigates how identifying potential successors influences employees' organisational citizenship and whether succession evaluation affects their ability to deliver results. This study employed a survey research design with a random sample of 498 employees from family-owned businesses in the region. Data were collected using a validated structured questionnaire and analysed descriptively and through linear regression analysis to test the hypotheses. The findings reveal that identifying potential successors positively impacts organisational citizenship among employees and

that succession evaluation enhances the capacity to deliver results in family-owned businesses in Southeast Nigeria. Based on these results, this study concludes that succession planning is vital for the sustainability of registered family businesses in the region. The study recommends that the management teams of family-owned businesses implement documentation and involve experts in succession planning to ensure business continuity. The current study explores the impact of coaching practices on the sustainability of family-owned tourism businesses in Seychelles.

Mwaura *et al.* (2023) conducted a study titled "Sustainability Strategies and Organizational Performance of Selected Family-Led Businesses in Kenya." This study assessed the impact of entrepreneurial sustainability strategies on family-operated businesses in Kenya. A descriptive research method was employed, targeting 277 owners and managers of family-run businesses. Stratified random sampling was used to select 83 respondents, and questionnaires were used to gather primary data. Data were analysed using SPSS Version 22, employing descriptive and inferential statistics. The findings suggest that family-run businesses should hire competent employees, implement performance evaluations, conduct training to enhance skills, and motivate them to retain competencies. The study recommends that businesses identify critical roles, build succession plans, and develop candidates for promotion to enhance performance. It advises businesses to invest in innovative technologies, such as big data analytics and artificial intelligence, to remain competitive. This study was grounded in the family systems and performance theories, which could guide future research, while the current study was guided by Transformational Leadership Theory. This study was conducted on family-managed businesses in the tourism industry of the Republic of Seychelles, focusing on sustainability and coaching practices.

RESEARCH METHODOLOGY

This study embraced a positivist approach because of its emphasis on quantitative data, which are precise and facilitate straightforward comparisons, thus yielding reliable evidence from the gathered questionnaire data (Gerasimov, 2020; Şen, 2025; Bhangu *et al.*, 2023). This study utilised a descriptive survey research design that effectively met the objectives. First, it identifies the connection between mentorship practices and the sustainability of family-run tourism businesses (Qualitative Research Methods, 2021; Şen, 2025). Second, it aims to outline the characteristics of the relationships between variables and draw conclusions from these connections. Third, this design offers quantitative data that provides a snapshot of sustainability at a particular point in time. Finally, this design is consistent with the positivist research philosophy adopted in this study.

This study encompassed 405 business owners/CEOs/managers in the Seychelles tourism sector, as listed by the Ministry of Finance, National Planning, and Trade of the Republic of Seychelles in November 2022. These businesses were categorised into three distinct groups: star-rated hotels and resorts, self-catering tourism facilities and establishments, and guesthouse tourism accommodation facilities and establishments. The focus on family-owned tourism businesses was due to their significant contribution to the GDP and the urgent sustainability challenges they face. Non-family tourism businesses were excluded from this study. From the target population of 405, a sample size of 202 was determined using Yamane's model, with a confidence level of 95% or a 5% significance interval, as detailed below:

$$n = \frac{N}{1 + Ne^2}$$

..... **Eq.1**

The sample size, denoted by 'n,' was determined using a confidence level of 95% and a population size (N) of 405. The margin of error, denoted by 'e',

is calculated to be 0.05, or the level of precision is always set to 0.05. Therefore,

$$n = \frac{405}{1 + 405 \times 0.05^2} = 202$$

The formula yielded 202 respondents with a 95% confidence level and $\pm 5\%$ precision ($P = 0.5$). The researcher provided a non-response, which Bell *et al.* (2022) averaged for social studies, and approximately 80% of the questionnaires were self-administered. Therefore, the researcher in this study anticipated non-response and provided a 20% sample increase to cater to the respondents' non-response.

$$\text{Final sample size} = \frac{202}{1 - 0.2} = \frac{202}{0.8} = 253 \text{ respondents}$$

Therefore, the required sample size was 253 participants. According to Gerasimov (2020), this analysis determined that the sample size was appropriate because it was sufficiently large to minimise sampling error and comply with the absolute size of the chosen sample concerning the complexity of the population.

Primary data for this study were collected using questionnaires with closed-ended questions designed by the conceptual framework. The study also assessed the construct validity of the instruments, which evaluates how effectively the scale items represent abstract or theoretical constructs (Barroga *et al.* 2023; Bell *et al.* 2022). To establish validity, the researcher employed factor analysis, a method that analyses internal data correlations to develop consistent surrogate variables (Saunders *et al.*, 2019). These correlations assist in interpreting the components of the data. While Zikmund & Babin (2015) consider a loading of 0.7 acceptable, other researchers suggest a minimum threshold of 0.4. Rodrigues *et al.* (2017) noted that an item loading below 0.4 might indicate either a lack of relation to other items or the presence of an additional factor that requires further

investigation. Following Field's (2009) recommendation, the study regarded factor loadings above 0.4 at a significance level of $\alpha \leq 0.05$ as valid constructs. This guidance informed the necessary adjustments and revisions to the instrument, thereby enhancing its validity.

Data analysis was conducted following the data collection phase, a crucial step that renders the data sensible and interpretable. The choice of data analysis tool is contingent on the nature of the data, specifically whether it is qualitative or quantitative. A regression model was employed to determine the relationship between the dependent and independent variables as follows:

$$Y = \beta_0 + \beta_1 X_1 + e$$

Where:

Y = Sustainability of family-owned businesses in the tourism industry (Dependent variable)

β_0 = Constant

β_1 = Regression Coefficient

X_1 = Coaching practice

DATA ANALYSIS AND DISCUSSION OF RESEARCH FINDINGS

This study aimed to assess the participation rates of the targeted respondents, a crucial step in determining whether the study had gathered enough participants to draw conclusions and make recommendations based on the findings. A structured questionnaire was used to survey a sample of 253 respondents, achieving a response rate of 80.6% (204 respondents), which was then analysed. Consequently, the data collected were considered relevant for making conclusions and recommendations, as Barroga *et al.* (2023) and Bell *et al.* (2022) suggested that a response rate of 30-60% is adequate for such purposes. The non-response rate was 19.4%, indicating that only 49 respondents did not return their questionnaires for analysis.

Descriptive Statistical Analysis

Impact of Coaching Practice on Leadership and Decision-making Skills

The results showed that the participants recognised the importance of coaching in enhancing leadership effectiveness. They agreed that coaching improves leadership abilities and accountability, enabling leaders to address challenges, maximise strengths, and navigate complex business scenarios ($M = 4.3676$, $SD = 0.64107$). Coaching equips leaders with crucial decision-making skills for executive roles ($M = 4.3529$, $SD = 0.68261$), fosters personal growth, empowers emerging leaders to drive business progress ($M = 4.3431$, $SD = 0.68761$), and provides strategic clarity, acting as a catalyst for growth and strengthening potential successors' capabilities ($M = 4.5098$, $SD = 0.66206$). These results are consistent with those of Yanovska *et al.* (2019), who indicated that successful leaders should employ coaching methods to identify key areas for change in education.

Participants indicated that coaching improved their decision-making abilities by enhancing their self-awareness and emotional intelligence, leading to improved emotion regulation, decision-making processes, and stronger relationships within family businesses ($M = 4.3480$, $SD = 0.75033$). This finding aligns with that of Wiginton & Cartwright (2020), who asserted that the coaching process delivered outcomes that surpassed the initial investment and facilitated advancement for both individuals and their organisations across various domains.

Regarding employee engagement, coaching provides ongoing assistance and facilitates learning processes that enhance organizational commitment ($M = 4.4755$, $SD = 0.75226$) as well as improve conflict management by developing employees' skills through guided tasks under the company's coach, allowing them to acquire essential experience ($M = 4.3382$, $SD = 0.62644$), nurturing future leaders, and ensuring seamless generational shifts in responsibility ($M = 4.3676$, $SD = 0.68562$). This

aligns with Olusoji (2023), who suggested that executive coaching can enhance employee competencies, whereas work-process coaching concentrates on factors affecting job performance.

The results suggest the general endorsement of coaching as an entrepreneurial succession strategy for maintaining tourism enterprises, as reflected by the aggregate mean score of 4.3878. This implies that family-operated tourism businesses in Seychelles have incorporated coaching methods into their succession plans to promote longevity. The total standard deviation of 0.686 indicates little variation in participant responses. These findings align with Moin *et al.* (2024), who posited that coaching influences the connections between strategic, commitment, conceptual, and relationship competencies and business success.

Sustainability of Family-owned Tourism Businesses

The results indicated that the participants agreed on a sustainability framework that included plans for seamless transitions in roles and leadership ($M = 4.4412$, $SD = 0.75689$). Employing a sustainability officer to implement eco-friendly practices and appointing committed senior managers with expertise are vital for a company's success and sustainability ($M = 4.1618$, $SD = 0.81749$). Customer satisfaction is key to business excellence, enabling a company to surpass its competitors and establish a market presence ($M = 4.1814$, $SD = 0.68872$). Enhancing employee capabilities provides skills for critical operations, facilitating strategy implementation and long-term sustainability ($M = 4.2696$, $SD = 0.70246$). Engaging stakeholders, including educating the local community about sustainability, promotes a healthier environment and sustainable growth ($M = 4.2843$, $SD = 0.68592$).

Government policies that support the industry include offering sustainability training to participants and local organisations ($M = 4.2304$, $SD = 0.74335$), and providing external assistance to

ensure long-term success through entrepreneurial transition strategies ($M=4.2157$, $SD=0.73782$). Family business boards help mitigate potential biases from family owners and executives ($M=4.2941$, $SD=0.70310$) by focusing on the prosperity of future generations ($M=4.1667$, $SD=0.78261$). Governance agreements foster trust, enhance family relationships, and contribute to long-term sustainability ($M=4.2157$, $SD=0.77685$).

Respondents generally concurred with statements regarding the sustainability of family-owned tourism businesses, particularly in areas such as sustainability frameworks, customer satisfaction, enhanced employee skills, stakeholder involvement, supportive government policies, and family business governance, achieving an overall mean score of

4.2461. The collective standard deviation of 0.7395 indicated minimal variation in respondents' opinions.

Relationship between Coaching Practice and Sustainability of Tourism Businesses

This study sought to establish the relationship between coaching practices and the sustainability of family-owned tourism businesses. We used an ordinary least squares regression model to analyse the relationship between coaching practices and business sustainability, a statistical technique that helps to identify the strength and direction of this relationship. A summary of these models is provided in Table 1.

Table 1: Relationship between Coaching Practice and Sustainability (Model summary)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1 | 0.604 ^a | 0.365 | 0.362 | 0.35616 |

a. Predictors: (Constant), Coaching practice

Source: Survey data (2025)

The research discovered a positive correlation between coaching practices and the sustainability of tourism enterprises, as demonstrated by a Pearson coefficient of 0.604. Furthermore, the results indicate that coaching practices were responsible for up to 36.5% of the variation in the sustainability of tourism businesses on Mahe Island. This implies that the remaining 63.5% of the changes in

sustainability were attributed to factors beyond coaching that were not included in the analysis.

The model's fitness was determined by comparing the F critical value with the F calculated value, which is also shown. Table 2 provides the calculated F values.

Table 2: Relationship between Coaching Practice and Sustainability (ANOVA)

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|--------------------|
| 1 | Regression | 14.743 | 1 | 14.743 | 116.221 | 0.000 ^b |
| | Residual | 25.624 | 202 | 0.127 | | |
| | Total | 40.367 | 203 | | | |

a. Dependent Variable: Sustainability of tourism businesses

b. Predictors: (Constant), Coaching practice

Source: Survey data (2025)

The F-Critical, $F_{0.05, 1, 202}$ was 3.841. Because the calculated F value of 116.221 exceeded the F-critical value of 3.841, the study determined that the model effectively connected the two variables. This

conclusion was further reinforced by a p-value of 0.000, which is below the critical probability value of 0.05. Table 3 displays the regression model.

Table 3: Relationship between Coaching Practice and Sustainability (Model Coefficients)

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------------------|-----------------------------|------------|---------------------------|--------|-------|
| | B | Std. Error | Beta | | |
| Coaching practice | 0.719 | 0.067 | 0.604 | 10.781 | 0.000 |

a. Dependent Variable: Sustainability of tourism businesses

Source: Survey data (2025)

The study revealed a strong positive link between coaching methods and the sustainability of tourism businesses, as demonstrated by a beta coefficient of 0.719 and a p-value of 0.000. These findings imply that adopting effective coaching strategies can significantly influence the long-term success of these businesses. This positive association highlights the significance of investing in coaching programs to build skills, improve performance, and promote adaptability.

Test of Hypothesis

The objective of this study is to evaluate the effect of coaching practices on the sustainability of family-owned tourism businesses on Mahe Island, Seychelles. To achieve this goal, this study examined the following null hypothesis:

H₀₂: Coaching practices have no statistically significant effect on the sustainability of family-owned tourism businesses on Mahe Island, Seychelles.

As shown in Table 3, the coefficient for coaching practice was 0.719. This suggests that a one-unit increase in coaching practices could result in a 0.719 rise in the sustainability of family-owned tourism businesses on Mahe Island, Seychelles, provided that other factors remain constant. The P-value for coaching practice was 0.000, which was below the significance threshold of 0.05. Therefore, this study rejects the null hypothesis, which posits that "Coaching practice has no statistically significant effect on the sustainability of family-owned tourism businesses on Mahe Island, Seychelles."

These findings align with Kwan's (2015) assertion that coaching fosters growth at the individual and organisational levels. Through coaching, individuals

can identify options and actions that align with their capabilities, leading to effective results. This process fuels motivation and drives action, which is instrumental in achieving success. Ratiu *et al.* (2015) transform the understanding of executive coaching as a learning tool, prompting corporate buyers to choose programs that address managerial and leadership learning needs. Yanovska *et al.* (2019) highlighted coaching as a unique social phenomenon with wide applications that is particularly effective in enhancing leadership behaviour and influencing educational practices. These results support Olusoji (2023), who emphasised that employee training and task delegation are vital in talent management. Executive coaching can boost employee skills, whereas work process coaching educates employees on the factors affecting job performance and organisational sustainability.

The research results align with sustainable family business theory (SFBT), emphasising effective management and oversight in evaluating sustainability practices on client outcomes. Robust monitoring helps assess the success of sustainable initiatives, identify areas for improvement, and measure progress toward objectives (Kariyapperuma & Collins, 2021). This organised data collection and analysis support informed decision making and enhance alignment with sustainability goals. Tourism efforts have focused on empowering disadvantaged groups through entrepreneurial opportunities (Ndlovu & Msimango-Galawe, 2023). This highlights the potential of coaching to transition family-owned businesses into sustainable practices by prioritising internal motivations and values. Although awareness of sustainability processes may be limited

among family businesses, they are generally regarded as important (Jamil *et al.* 2024). Coaching can bridge the gap between awareness and implementation, possibly through strategic entrepreneurship training.

Coaching helps family businesses identify and align their core values with sustainable actions. This led to meaningful and lasting changes. Coaches focus on motivating their business owners. They help to create a personal sustainability plan that fits the company's culture. This plan could facilitate the implementation of sustainable practices. This can also improve the impact of a business on the environment and its long-term success.

Model

$$Y = \beta_0 + \beta_1 X_1 + e$$

Therefore, $Y = 1.089 + 0.719X_1 + 0.067$

CONCLUSION

This study aimed to assess how coaching methods affect the long-term viability of family-run tourism businesses on Mahe Island. The findings indicate that these methods have a notably positive impact on enterprise sustainability. Refining coaching techniques, including the enhancement of successors' skills, cultivation of leadership qualities and responsibility, augmentation of self-awareness and emotional intelligence, empowerment of new leaders to drive business growth, provision of essential decision-making and leadership skills for executive roles, effective communication and task management under the guidance of a business coach, and sustainability of family-owned tourism enterprises are highly encouraged. These coaching practices not only contribute to the development of future leaders within family-owned tourism businesses but also ensure their long-term viability and success. By investing in coaching programs, these businesses can facilitate a seamless transition of leadership across generations, thereby preserving the unique family values and expertise that often characterise their operations. Moreover, well-

executed coaching strategies can assist family-owned tourism businesses in adapting to the rapidly evolving industrial landscape, enabling them to effectively leverage new technologies and digital strategies while maintaining their competitive advantage.

Recommendations

Coaching practices have been shown to positively influence the sustainability of family-operated tourism enterprises on Mahe Island. Consequently, this study suggests that management should embrace leadership effectiveness, strategic clarity, decision-making skills, employee engagement, and conflict resolution practices. Effective leadership is essential for establishing an organisational tone and offering guidance and motivation to staff. Strategic clarity ensures that all stakeholders understand and align with the company's objectives and vision. Strong decision-making skills empower managers to tackle challenges and seize opportunities in the dynamic tourism industry. Employee engagement cultivates a motivated and efficient workforce, which is crucial for providing high-quality services to tourists. Additionally, proficient conflict resolution skills are vital for maintaining harmonious relationships with family businesses and external stakeholders, which are critical for long-term success in close-knit island communities. By focusing on these key areas through coaching practices, family-owned tourism businesses can enhance their resilience, adaptability, and sustainability in the competitive Mahe Island tourism market.

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Author Contributions

Evans Okemwa Achuti was instrumental in the research design and execution, as well as in the analysis of the findings and the drafting of the manuscript. The initial concept was developed by Dr. Yobes Benjamin Nyaboga and Dr. Omare Mongare, who also supervised the study.

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Data Availability

Evans Achuti, the corresponding author, can provide the data supporting this study's conclusions upon a reasonable request.

Declarations

Ethics Approval and Consent to Participate

This research was approved by the Ethics Committee of Kisii University's Institutional Scientific and Ethics Review Committee (KSU ISERC), and the Seychelles Bureau of Standards (SBS) granted permission for data collection.

Consent for Publication

The authors have taken appropriate measures to ensure transparency and ethical conduct in this research. The authors declare that there are no conflicts of interest and have made provisions. Data sharing does not apply to this study. Additionally, the study received the necessary ethical approvals and participant consent, demonstrating adherence to the standards of research integrity.

Competing Interests:

The authors declare that they have no competing interests

Conflict of Interest Statement

The authors declare no conflicts of interest related to this study. We are grateful to the participants, whose experiences and insights were the cornerstones of this study.

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