

Business Organizations' Adaptability in Tourism Sector in Gansu, China

Fausiat O. Agbaje¹, Abdulwaheed A. Salihu², Tina M. Akinbo³, Ajibola A Lawal⁴, Eden O. Okanlawon⁵, Lawal Ahmed⁶

^{1,3,4}Lead City University, Ibadan, Oyo State

^{2,6}Ibrahim Badamasi Babangida University, Lapai Niger State

⁵Ladoke Akintola of Technology Ogbomoso, Oyo State

Corresponding Author: Fausiat O. Agbaje agbajefausiat@yahoo.com

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ABSTRACT

The emergence of problems in the business world, such as the COVID-19 pandemic, flood disasters, natural disasters, etc., is essential for reviving the tourism sector in Gansu, China. In light of this assertion, it is necessary to investigate the resilience of business organizations in Gansu, China's tourism sector. The study aims to assess the impact of crisis anticipation on the tourism sector and the sustainability of the sector in Gansu, China. The study examines the impact of organizational recoverability on the sustainability of the tourism business in Gansu, China, and it also looks into the impact of organizational robustness. The owners of bus and train companies, hotels, restaurants, travel agencies, museums, and tour operators in Gansu, China make up the population of the study. A sample size of 296 respondents was chosen using the snowball sampling approach. To analyze the data, SPSS version 23 was used. The findings of the study demonstrate the importance of business organization resilience to the sustainability of the tourism sector in Gansu, China. In particular, the sub-variables of business organization resiliency were deemed significant in the following order: anticipating crises ($p=0.000$), being resilient in the face of crises ($p=0.000$), and being able to recover from crises ($p=0.000$). This suggests that the tourism industry in Gansu, China, greatly benefits from the resilience of commercial organizations. The study came to the following conclusion: Organizational resilience, organizational recoverability, and crisis anticipation all play a role at a 5% level of significance

INTRODUCTION

Since the emergence of the 21st century, the world has been experiencing crises like COVID-19, flood disasters, and other natural disasters that may strengthen business resilience, which may eventually become a key factor to determine the success of the tourism industry. In 2020, the globe experienced COVID-19, a disease that has an impact on society and the economy, particularly in Wuhan, China, where the first case was reported. The implementation of COVID-19 safety measures has significantly decreased tourism-related activities. The emergence of coronavirus pneumonia in 2020 had a substantial impact on the worldwide supply chain and a negative impact on the advancement of economic globalization. The Organization for Economic Cooperation and Development (OECD) revealed on March 2, 2020, that the rate of global economic growth had fallen from 2.9% to 2.4%. In a related report, the G20's predicted economic growth was revised downward from 3.2% to 2.7%.

Given the unprecedented threats and challenges of the crisis environment, the economic benefits of tourism were reduced globally and the unemployment rate was raised (Abu Elnasr, Ibrahim, Ahmed, and Ahmed, 2021; Dias, Cunha, Pereira, Costa, Gonçalves, 2022; Zhang, Huang, Pan, Chen, Zhong, Xu, and Zhong, 2022). The tourism sector's current main issue is to move away from the unsustainable practices of the pre-pandemic tourism industry and plan for a sustainable future. China, for example, represents important tourist destinations and source markets globally and holds a significant place in the pattern of travel around the world. The COVID-19 pandemic's unusual character suggests that China will need to undergo long-term structural reforms (Bin, Yun, Zhong, Zhang, & Hua, 2021; Yuqi, 2021). The popularity of the most well-known places will decline due to the ongoing spread of unsustainable behaviors on the demand and supply curves, and the host populations will eventually find it impossible to live there (Seabra and Bhatt, 2022). In order to deal with the pandemic's aftereffects in the new normal, there is a substantial demand for sustainable practices (measures) (Bin, Yun, Zhong, Zhang & Hua, 2021; Zhang et al., 2022).

Resilience is acknowledged in the business world as a crisis management tool or strategy for ensuring organizational stability and flexibility to all kinds of risks during catastrophes and natural disasters (Sharma, Thomas, and Paul 2011). According to Chen, Xie, Liu and Bin, Yun, Zhong, Zhang & Hua (2002), organizational resilience highlights a company's capacity to not only emerge from a challenging scenario but also spur growth during a crisis. According to Jinyan, Yingnan, and Yahui (2023), tourism resilience is the capacity of the tourism destination to react, adopt, adapt, alter, and even convert relevant impacts under various shocks. This enables tourism to develop sustainably, including its resistance and recovery. The tourism industry is vulnerable to possible calamities, and their compounded long-term impacts can have a very negative impact on people's capacity to support themselves and their families. According to Nikos, Cathy, Heather, Chloe, and Gary (2022), business features and economic capital, such as present assets, firm size, and fiscal resources, which emphasize preparedness for dangers, are to blame for the vulnerability. In addition to these factors, it was determined that the level of help required during

COVID-19, the current state of the business, the effect on turnover compared to the previous year, and the estimated cease-trading time for each business were major drivers.

The acceptance and long-term adoption of business resilience encourage measures and actions about resource conservation and sensible use (Seabra and Bhatt, 2022). According to Hao, Xiao, and Chon (2020), business resilience is a crucial instrument for sustainable development because it offers fresh perspectives on how society and the environment can adapt to rapid social change. According to Yugiu (2021), corporate resilience enables organizations to respond to stressful situations, overcome difficult circumstances, and adapt to unforeseen developments. It is crucial to have business acumen to succeed. Previous studies recognized the "crippling effects of crises on China's tourism industry (please see the problem statement)," indicating a lack of industry resilience to significant external shocks. As a result, it is necessary to investigate the resilience of business organizations in the tourism sector with particular reference to Gansu, China.

LITERATURE REVIEW

Problem Statement

The tourist industry was recognized as one of the high-growth and priority sectors of the global economy before the development of COVID-19. According to Seabra and Bhatt's systematic analysis of the literature from 2022, the tourist sector alone provided 10.4% (\$ 1.7 trillion) of the world's GDP and 10.6% (\$ 334 million) of all jobs globally. The worldwide tourism sector was one thing before the coronavirus pandemic, but it is now something another. International and even domestic movements are severely restricted by the governments of several nations around the world. Due to changes in consumption patterns, leisure, and work schedules, mobility due to a decreased sense of security and a fear of the unknown, and a reduction in consumer demands, the tourist industry has been significantly impacted (Hao, Xiao, and Chon, 2020; Seabra and Bhatt, 2022).

Due to COVID-19, demand for travel, lodging, homestays, catering, residential services, and other consumer businesses has dramatically decreased. China's macroeconomic and microeconomic conditions have undergone significant changes as a result, Yugiu (2021). According to Yugiu (2021), China's GDP shrank 6.8% year over year in the first quarter of 2020, when the epidemic was at its worst. The GDP expanded by 3.2% and 4.9% year over year in the second and third quarters, respectively, but at a slower rate than in prior years when it had grown by 6% to 7%. The pandemic has caused a severe decline in short-term domestic demand and supply, which has resulted in a 14.3% decline in the manufacturing PMI and a 24.5% decline in the non-manufacturing business activity index in February 2020 compared to January 2020.

Positive side effects have been discovered in the majority of studies on company resilience, according to academics Seabra and Bhatt (2022). According to a study by Nikos, Cathy, Heather, Chloe, and Gary (2022), business resilience has a favorable impact on the growth of the tourism industry in England. Researchers have conducted extensive research on business resilience as a tool for disaster management about organizational robustness, recoverability, and sustainable tourism (Hao, Xiao, and Chon, 2020; Bin, Zhong, Zhang & Hua, 2021; Siddharth, Shivam, & Nitin, 2021; Sharma, Thomas, and Paul, 2021; Zhang, Huang, Pan, Chen, Zhong, Xu, and Zhong, 2022).

Therefore, the main focus of this study is on how organizational resilience, crisis anticipation, and organizational recoverability affect the viability of tourism development in Gansu, China.

Research Objectives

The primary goal of the study is to investigate the business organizations' capacity for resilience in Gansu, China's tourism sector. The following are some of the specific goals:

1. To examine how crisis anticipation affects the sustainability of the Chinese province of Gansu's tourism sector.
2. To evaluate the impact of organizational strength on the sustainability of the tourism sector in Gansu, China.
3. To investigate how organizational recoverability affects the sustainability of the tourism sector in Gansu, China.

Research Questions

1. Does the viability of the tourism business in Gansu, China suffer significantly from crisis anticipation?
2. How much does organizational strength affect Gansu, China's tourism industry's sustainability?
3. How does organizational recoverability affect the sustainability of the Chinese province of Gansu's tourism sector?

Hypotheses Development

H₀₁: In Gansu, China, the tourism industry's sustainability is not significantly by crisis prediction.

H₀₂: In Gansu, China, organizational robustness has no discernible impact on the sustainability of the tourism business.

H₀₃: In Gansu, China, the sustainability of the tourism business is unaffected by organizational recoverability.

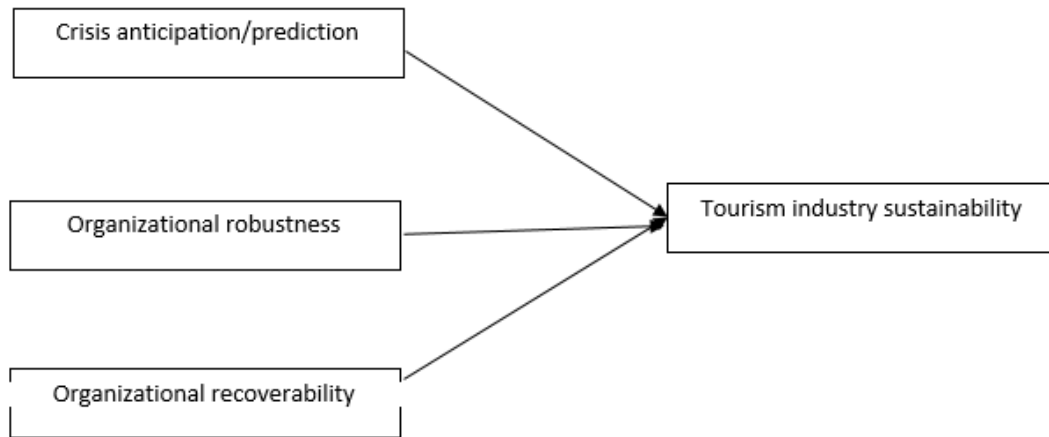


Figure 1. Conceptual Research Model

The model above represents crisis anticipation, organizational robustness and organizational recoverability as independent variables while tourism industry sustainability is dependent variable.

Business Resilience

Business resilience is the capacity to adapt in the face of adversity, to streamline operations, to reorganize relationships, to bounce back fast, and to leverage adversity to create counter-trend growth. Liu, Chen, and Xie (2021). Organizational resilience, according to Radovi (2018), is the capacity of an organization to quickly adjust to and respond to internal and external changes while carrying on with business as usual. After dealing with a disruptive incident, the ability to return to a stable condition is what it is. Nitin, Shivam, and Siddharth (2021). Business resilience, in the opinion of Bin, Yun, Zhong, Zhang & Hua (2021), indicates three distinct viewpoints. The first definition of resilience is the capacity of a business to return to the perceived normalcy before a crisis; the second definition is the capacity of a business to introduce gradual changes and new business concepts that emerge naturally through the improvement of current products, procedures, and operations. The transforming impacts of a catastrophe or disaster serve as the foundation for the third perspective on resilience.

There will always be disruptions in organizations, and both the internal and external environments play a role in this. The three topics of business vulnerability, disruptions, and complexity are frequently brought up in discussions on resilience because they are the main problems affecting the system's resilience. For the tourism industry to survive, resilience is essential. It is the capacity to prepare for, endure in, and emerge from a chaotic environment to revert to one's initial or enhanced state. To accomplish the sustainable development of tourism, including its resistance and transformation, Jinyan, Yingnan, and Yahui (2023) proposed that tourism resilience is the ability of the tourism destination to respond, adapt, alter, and even transform relevant impacts under various shocks.

Crisis Anticipation

A crisis is defined as a single event or a chain of connected ones that compromise regular operations and endanger a nation, an industry, a society, or an organization. Sometimes crises are brought on by human error and flaws in internal administration. This shows that a crisis can be somewhat forecast and averted, according to Bin, Yun, Zhong, Zhang, and Hua (2021). Examples of crises, according to Bin, Yun, Zhong, Zhang & Hua (2021), include financial calamity, terrorism, political unrest, and an oil leak. The scholars also said that the principal response tactics covered by the majority of crisis literature in the tourism sector are proactive planning and future preparation.

Resilience will start to show in the tourism sector as soon as it starts planning for probable future events. Increasing tourist industry resilience will help enterprises remain sustainable in the event of disasters. This includes resource conservation and environmental protection while maintaining the company's profitability and cost structure, according to Siddarth et al. (2021). The scholars also pointed out that, by Siddarth (2021), the first step in precisely anticipating future disturbances is gathering information about even the smallest disturbance at the organizational level. According to Bin et al. (2021), examples of proactive initiatives include pre-crisis readiness and mitigation efforts. Managers must promote risk-taking behavior among all employees, including Abu Elnasr, Ibrahim, Ahmed, and Ahmed (2021), since no one can predict the future. A risk-taking mentality helps to create a resilient culture. Managers who fail to understand this concept will probably see their businesses go out of business in the long run.

Organizational Robustness

Business resilience can be characterized as resistance to disturbance. Building capability and getting ready will help with crisis management and long-term sustainability. An organization's capacity is the group of components that can react to a disruption. According to Bin et al. (2021), adaptive thinking is a mindset that allows businesses to adjust their actions and practice flexibility in response to changes in the external environment. This mindset is necessary for businesses to be resilient. Assessment of the crisis' effects at this point is crucial, particularly about the supply and demand of the tourism business (Hao et al., 2020; Nikos, Cathy, Heather, Chloe, & Gary, 2022). The goal of the post-recovery plan is facilitated by a robustness strategy, which also supports corporate performance and sustainable development. Examples of such plans include recovery priorities, rebuilding organizational infrastructure, and adopting a proactive posture. Abu Elnasr and others, 2021.

Organizational Recoverability

Consumer sentiment and behavioral change have been impacted by protracted self-isolation and economic instability. According to Bin et al. (2021), recovery activities are the responses and recovery efforts done during and after the crisis. According to the researchers, the primary recoverability techniques organizations require at this point are collaboration with third parties, customer service innovation, product innovation, and the prevention of disasters. Additionally, Nikos, Cathy, Heather, Chloe, and Gary (2022) emphasized that financial support, preferential policies aimed at stakeholder collaboration, health

and sanitary policies, as well as regulations and rules about registration and visa policies, such as subsidies or tax relief, are thought to be important factors in determining the recovery of the tourism industry. In this way, it is possible to rebuild a destination into an even more successful company by pursuing a more sustainable development. In order to gain a competitive advantage, Hao et al. (2020) urge a reevaluation of the current business model and the formulation of new goals. Governments, market participants, technology developers, and the workforce working in the business might all play a part in the tourist sector developing in a way that is much more sustainable after the pandemic. Thomas, Paul, and Sharma (2021). According to Nikos, Cathy, Heather, Chloe, and Gary (2022), cooperation among stakeholders, staff training, product enhancement, innovation, growth of new target groups, digitization, and sustainable development were also seen as facilitators of resilience.

Tourism Industry Sustainability

Scholars and industry professionals are compelled to design a set of procedures that can guide the travel and tourism sector of the global economy towards sustainable development as a result of the worrying lessons learned during COVID-19. One-tenth of the world's gross domestic product (GDP) is contributed by the tourist and hospitality sector, which also has a big impact on social and economic growth. Malik, Raman, Tasnim, Shareef, Dwivedi, Kumar, and Kumar (2023). Sustainability is defined by shifting attitudes, desires, information, skills, and public awareness, and it is a constant process to achieve positive results. Thomas, Paul, and Sharma (2021). According to Hao et al. (2020), business resilience is a crucial instrument for sustainable development because it offers fresh perspectives on how society and the environment can adapt to rapid social change. The sustainable structure of the organizations has been one of the worst affected by the crisis. Ability, sometimes known as a triple bottom line (TBL) strategy, focuses on conservation for future generations and considers three factors: the environment, society, and economy. The usage of sustainable concepts was acknowledged by Gary (2022), Nikos, Cathy, Heather, Chloe, and Heather. The COVID-19 epidemic, he continued, has caused tourism to be rethought to provide a more responsible and sustainable service. The restart of the tourism industry is seen as an opportunity to provide a different kind of tourism for the future, such as increased environmental awareness, environmentally friendly behavior, product innovation, employee empowerment, supporting and expanding digitalization, and cooperation between stakeholders in the tourism industry.

METHODOLOGY

The study was grounded in quantitative research. The owners of bus and train companies, hotels, dining establishments, travel agencies, museums, and tour operators in Gansu, China make up the study's population. The study's sample size is 296 people. An online survey was created for the respondents to collect data for this investigation. A personal network was used to find the first group of owner-managers. The next step was to follow the snowball to find more participants. To analyze the field data, SPSS Version 23 is employed. Multiple Regression analysis is the statistical technique employed. According to the research model used:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon, \text{ where}$$

Y = Tourism industry sustainability

β_0 = Constant Term

X1 = crisis anticipation

X2 = Organisational robustness

X3 = Organisational recoverability

ε = Constant error

RESULT

236 responses, or 80% of the total, were received for the study. According to Mugenda & Mugenda (2003), this is sufficient to achieve the study's goals.

Table 1. Correlation

	Tourism industry sustainability	Crisis anticipation	Organizational robustness	Organizational recoverability
Pearson Correlation	Tourism industry sustainability 1.000	.930	.921	.364
	Crisis anticipation .930	1.000	.889	.461
	Organizational robustness .921	.889	1.000	.476
	Organizational recoverability .364	.461	.476	1.000
Sig. (1-tailed)	(1-Tourism industry sustainability .	.000	.000	.000
	Crisis anticipation .000	.	.000	.000
	Organizational robustness .000	.000	.	.000

	Organizational recoverability	.000	.000	.000	.
N	Tourism industry sustainability	236	236	236	236
	Crisis anticipation	236	236	236	236
	Organizational robustness	236	236	236	236
	Organizational recoverability	236	236	236	236

Source: Researchers Field Survey, 2025

The goal of the study was to evaluate the connection between the tourism industry's sustainability and organizational resilience, organizational recoverability, and crisis anticipation. Crisis anticipation and the sustainability of the tourism business have a $r = .93$ Pearson link. This suggests that crisis anticipation and the sustainability of the tourism business are strongly positively correlated. Additionally, there was a strong association between these two variables, with a p -value of $.05$ indicating a linear relationship between crisis anticipation and the viability of the tourism sector. Additionally, a Pearson correlation test, as shown in Table 4.1, reveals a $r = .92$ correlation between organizational robustness and the sustainability of the tourism industry, indicating that organizational resilience and the sustainability of the tourism business are highly positively correlated. Additionally, this would be statistically significant if $p < .05$. The study also looks at the connection between the sustainability of the tourism industry and organizational recoverability. Organizational recoverability and the sustainability of the tourism business are shown by the data analysis of the Pearson-Mann correlation to be $r = .36$, indicating a shaky link between an organization's ability to recover and the viability of the tourism sector. However, this is statistically significant because there is a linear association between organizational recoverability and the sustainability of the tourism business ($p < .05$).

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.958 ^a	.919	.918	.50332

a. Predictors: (Constant), organizational recoverability, Crisis anticipation, organizational robustness

Source: Researcher's Field Survey, 2023.

According to the model overview above, there is a 95.8% correlation between organizational resilience, crisis anticipation, organizational recoverability, and the sustainability of the travel and tourism sector (R =.958). According to this coefficient of determination, the study's other variables only account for 4.2% of the variation.

Table 3. ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	663.002	3	221.001	872.375	.000 ^b
	Residual	58.773	232	.253		
	Total	721.775	235			

a. Dependent Variable: Tourism industry sustainability

b. Predictors: (Constant), Organizational recoverability, Crisis anticipation, Organizational robustness

Source: Researcher's Field Survey, 2023.

The results of our ANOVAa table's data analysis show an F-value of 872.375, which is likewise significant at p.05 and indicates that the model is valid, fit, and statistically significant.

Table 4. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.049	.088		.550	.583
	Crisis anticipation	.583	.043	.554	13.475	.000
	Organisational robustness	.535	.046	.487	11.747	.000
	Organisational recoverability	-.131	.023	-.122	-5.719	.000

a. Dependent Variable: Tourism industry sustainability

Source: Researchers Field Survey, 2025

The regression equation is $Y = .049 + .583 + .535 - .131$

Hypotheses Testing

Regression analysis is used in the study to determine the validity of the earlier assumptions by calculating the path coefficient of the correlations between the variables. The table above summarizes this information. The finding indicates that crisis anticipation affects the sustainability of the tourism business (B= 0.583, p .05). Therefore, H01 is supported. Additionally, this study shows that organizational robustness has an impact on the sustainability of the tourism business, where (B=.535, p.05), supporting H02. In the meantime, data analysis

shows that organizational recoverability has an impact on the sustainability of the tourism business ($B = -.131, p.05$). H03 is therefore supported.

DISCUSSION

The study's goal is to evaluate the corporate organizations' capacity for resiliency in Gansu, China's tourism sector. The study's conclusions showed that business organization resilience has a big impact on the sustainability of the travel and tourism sector. In particular, the coefficient of determination shows that crisis anticipation affects the sustainability of the tourism industry ($B=0.583, p.05$). According to Siddarth et al. findings from 2021, organizations will be better able to retain sustainability in the face of crises if they have built their resilience in the tourist sector. This also entails maintaining the firm's profitability and cost structure while protecting the environment Siddarth et al., (2021). Additionally, this study found that organizational robustness has an impact on the sustainability of the tourism industry, where ($B = .535, p < .05$). This was consistent with the findings of Bin et al. (2021), who also stated that adaptable thinking, or the mentality that businesses are ready and able to adjust their actions and exercise flexibility following changes from the external environment, is necessary for firms to be resilient. The purpose of the post-recovery plan is facilitated by a robustness plan (e.g., recovery priorities, rebuilding the organizational infrastructure, and proactive posture), which also supports the performance and sustainable growth of businesses, Abu Elnasr et al. (2021).

Finally, this study found that organizational recoverability has an impact on the sustainability of the tourism industry ($B = -.131, p < .05$). This is in line with the findings of Nikos et al. (2022), who emphasized that financial support, preferential policies aimed at stakeholder collaboration, health and sanitary policies, as well as regulations and rules about registration and visa policies, such as subsidies or tax relief, are all important factors in determining the recovery of the tourism industry. In this way, it is possible to rebuild a destination into an even more successful company by pursuing a more sustainable development. To gain a competitive advantage, Hao et al. (2020) urge a reevaluation of the current business model and the formulation of new goals. Governments, market participants, technology innovators, and the workforce working in the sector might all play a part in the tourist business developing in a way that is much more sustainable after the pandemic. Thomas, Paul, and Sharma (2021).

CONCLUSION AND RECOMMENDATION

This study looks at the adaptability of corporate organizations in Gansu, China's tourism sector. This study might aid businesses in overcoming challenges encountered during COVID-19. Based on the study's findings, the researchers concluded that organizational resilience, crisis anticipation, and organizational recoverability all have a big impact on the sustainability of the tourism sector. The researchers advise resilient firms to implement a long-term planning strategy focused on crisis anticipation, organizational resilience, and organizational recoverability, as was previously demonstrated in this study.

FURTHER STUDY

Further research should be conducted on challenges encountered after COVID-19 in China's tourism sector and the study should suggest possible ways of overcoming the challenges.

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