

## Organizational Resilience in Tourism Enterprises: A Case Study Vietnam

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### Abstract

*The quantitative study uses data from Vietnamese tourism businesses to assess organizational resilience. Data were collected from 202 tourism businesses after the COVID-19 pandemic and were analyzed using exploratory factor analysis and one-way ANOVA to measure organizational resilience between sub-sector tourism enterprises. The results showed that two important aspects of tourism business resilience, adaptive and planned resilience, are approached from an organizational perspective. There are significant differences between sub-sector tourism enterprises regarding planned and adaptive resilience. Large businesses with over 50 employees averaged significantly higher adaptive and planned resilience averages than small and medium enterprises. The study provides an opportunity to compare the tourism industry's organizational resilience with research on organizational resilience in general and tourism enterprise resilience and highlight the critical components of business resilience approached from an organizational perspective. The study supports previous hypotheses that tourism organizations can proactively and strategically plan for potential disruptions. The study provides recommendations for improving the resilience capacity of Vietnamese tourism businesses, including implications for adaptive and planned resilience so that tourism organizations can proactively and strategically plan for potential disruptions.*

**Keywords:** Organizational resilience, Tourism enterprise, Planned resilience, Adaptive resilience, Resilience capabilities, Vietnam.

### INTRODUCTION

Organizational resilience has emerged as an important concept in disaster management literature, and understanding organizational resilience within and across sectors is critical to building resilient communities (McManus et al., 2008). Resilience is a term that has meanings related to change (Hall et al., 2017). It can be ad hoc or incremental and cumulative, while crisis management often involves change due to unusual circumstances. One of the major difficulties in understanding and responding to change is the speed at which change occurs (Hall et al., 2017). Individuals, organizations and communities face incremental and sudden changes. Therefore, resilience is concerned with change, stability, and response (Holling, 1973). In contrast to crisis management, resilience thinking advocates that systems (e.g., ecological, socio-ecological, etc.) can adapt, respond, and evolve due to changing circumstances, especially incremental changes (Lew, 2014). In this way, resilience thinking offers a complementary way of understanding how systems respond to any scale of adversity could be better than the crisis management perspective.

Tourism is considered a highly vulnerable industry; however, it can adapt to sudden and continuous changes in the environment occurs (Hall et al., 2017), so tourism can recover after various crises and disasters (Berbekova et al., 2021; Novelli et al., 2018). However, the impact of the global COVID-19 crisis on the tourism industry is profound and ongoing (Ntounis et al., 2022; Sigala, 2020). Some destinations turned to more local and sustainable forms of tourism, and others returned to business as usual (Hall et al., 2020). Resilience and building resilience have emerged as a way for the tourism industry to survive the negative impacts of unpredictable events as COVID-19 (Hall et al., 2020; Lew et al., 2020; Ntounis et al., 2022; Prayag et al., 2020). The unprecedented number of disasters and crises affecting the tourism industry worldwide has highlighted the importance of building resilience in the tourism industry (Prayag, 2018). Resilience has emerged as a key concept in the tourism sector (Biggs et al., 2012; Cheer & Lew, 2018; Dahles & Susilowati, 2015). The resilience of tourism organizations is an emerging academic field, and scholars in tourism also seek to measure the resilience of tourism businesses. Organizational resilience has diverse dimensions (Hillmann & Guenther, 2021; Prayag et al., 2023) and is a complex phenomenon that is not well understood, especially

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when it comes to its application (Annarelli & Nonino, 2016). Furthermore, there is little consensus on how to conceptualize the construct (Duchek, 2020; Williams et al., 2017). This study applies the current view of organizational resilience as the combination of capabilities – also known as capabilities or abilities – that help organizations face disruptive events (Hillmann & Guenther, 2021; Lengnick-Hall et al., 2011). It refers to the capacity of organizations to adapt to disturbances and seize opportunities emerging from the changed environment (Smit & Wandel, 2006). Most empirical studies investigate organizational resilience using retrospective analyzes following a threat situation, so they are descriptive and focused on outcomes (Duchek, 2020). A better understanding can be achieved by considering the underlying mechanisms that drive the development of organizational resilience. For this reason, we have developed a conceptual framework that combines two promising approaches in resilience research: a processual approach and a focus on resilience capabilities.

The main objective of this study is to explore the organizational resilience dimensions of tourism enterprises in the Vietnamese context, including the process stages and resilience capabilities underlying each stage. Besides, it will examine the differences in the organizational resilience capacities of different tourism enterprises in terms of their type and size to propose appropriate management implications.

## **LITERATURE REVIEW**

The term “Resilience” originated from Latin in the 1620s, from the root “resiliere,” meaning “rebound.” The term is highly ambiguous, it is used for different purposes in different contexts and in some cases the understandings of the term are diametrically opposed (Reid & Botterill, 2013). In ecological research, this concept emerged in the 1970s; Holling (1973) defined ecological resilience as the long-term survival of systems and the ability to absorb their changes and disturbances while maintaining similar relationships between populations or state variables. Subsequently, the concept and application of the concept of resilience has been used in organizational studies (Stephenson et al., 2010), management and business (Linnenluecke, 2017), and tourism (Hall et al., 2017).

With the significant growth of the resilience literature, resilience continues to generate debate and controversy. In business and management research, resilience is fragmented into many streams of research (organizational response to external threats, organizational reliability, employee strengths, adaptability, etc.). business model responses and design principles that help minimize vulnerabilities in the supply chain) (Linnenluecke, 2017). These research streams have developed their own definitions, conceptualizations, and resilience measures. Since the beginning of the 21st century, research on organizational resilience has grown dramatically. However, there is still no structural consistency; organizational resilience covers many topics. Researchers often use their own labels for this concept (e.g., organizational resilience, resilience capacity, resilience potential, and resilience organization), and many independent definitions exist. This concept is ambiguous and somewhat inconsistent (Duchek, 2020). In tourism studies, business resilience is also sometimes referred to as “enterprise resilience” and is synthesised by Dahles & Susilowati (2015) as the capacity for an enterprise to survive, adapt, and grow in the face of turbulent change. Unlike social and social-economic systems resilience, business systems tend to be easier to define both in terms of boundaries and key variables, such as profitability.

## **Organizational Resilience and Tourism**

The twin issues of uncertainty and resilience are at the heart of tourism, where global mobility depends heavily on social, political and economic conditions that can hinder or support. Gössling & Hall (2006) observed a fundamental correlation between ecological, social, economic and political variables that greatly influence the nature of tourism and global environmental change. In particular, they argue that “the scale and pace of change have increased dramatically due to human activities in which tourism is deeply embedded” (Gössling & Hall, 2006, p.1). These are arguably the forerunners of the contemporary discussion of resilience in tourism because they refer to the extent to which tourism interacts with change in the communities involved and how those communities can adapt and react favourably. Resilience has been studied in the

tourism industry for decades (Cochrane, 2010) in social, political, and economic change contexts (Cheer & Lew, 2018).

This research focuses on organizational resilience perspective. Organizational resilience is an emerging concept which seeks to understand and explain how and why organizations survive, adapt, and thrive in dynamic environments which are uncertain and complex (Duchek, 2020; Lee et al., 2013). Resilient organizations prepare for and effectively respond to disruptions (Orchiston et al., 2016; Su et al., 2021). Organizational resilience has appeared in tourism literature (Biggs et al., 2012; Dahles & Susilowati, 2015; Hall et al., 2018; Orchiston et al., 2016; Prayag, 2018) to discuss how organizations plan for and adapt as a consequence of business and environmental shocks, including disasters, however, measuring organizational resilience is complex (Hall et al., 2018; McManus et al., 2008). The interactions between these different types of resilience may be particularly important for the recovery of tourism firms (Prayag et al., 2020). Lew (2014) proposed a scale, change, and resilience (SCR) model is a reference point for distinctions where tourism resilience is underpinned by slow and fast change variables. Slow change involves gradual changes over time, while rapid change implies sudden, largely unexpected change, best exemplified by large earthquakes and extreme climate events, but is socially more like the violent overthrow of a government or a sudden economic crisis. Delineating between slow change and rapid change is an important aspect of a resilient mindset because, in each case, adaptive capacity and a call to action are made that require appropriate responses. Using an instrument developed to measure organizational resilience quantitatively, Lee et al., (2013) identified two dimensions of resilience: Planned and Adaptive. Planned resilience includes using pre-determined, existing planning capabilities, such as risk management and business continuity initiatives. Adaptive resilience emerges in times of crisis through strong leadership and culture. This allows organizations to respond to emergency situations flexibly (Lee et al., 2013). Focus on tourism organizational resilience, two interdependent dimensions were explored — planned and adaptive resilience (Orchiston et al., 2016; Prayag, 2018).

### **Adaptive Organizational Resilience**

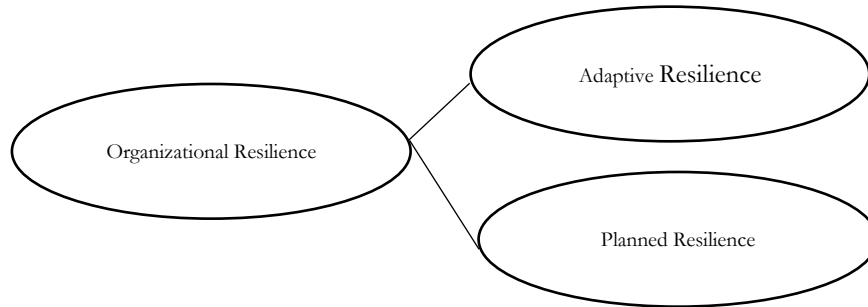
Current research on organizational adaptive resilience often takes an event-centered perspective by focusing on unexpected events that threaten organizations in surprising and disruptive ways (Williams et al., 2020). Over the past two years, responses and adaptations to the COVID-19 crisis have largely relied on an event-centric perspective (M. J. Kim et al., 2021). Tourism studies on organizational adaptive resilience often focus on the effectiveness of organizational speed (Orchiston et al., 2016; Prayag et al., 2020) or the ability to respond to a crisis current or recent crisis (Mair et al., 2016). For example, Wieczorek-Kosmala (2022) investigated the response of tourism organizations to disruptions arising from COVID-19 in Central European countries, finding that companies' resilience was based on Higher cash will adapt more successfully. Similarly, Kim et al. (2021) investigated the response of small restaurants to the severe financial impacts arising from the COVID-19 crisis in China, showing that resilience varied across regions and restaurant types.

### **Planned Organizational Resilience**

There are a few tourism research focuses on forward-looking strategies beyond an event-centric perspective in building planned organizational resilience (Lee et al., 2013; Prayag et al., 2020). Williams et al. (2017) argue that companies should assume that disruptions or crises will continue and develop strategies to best respond to any period of adversity. In contrast, most tourism companies adopt a reactive approach, proactively preparing for future disruptions (Amore et al., 2018; Mair et al., 2016). Tourism scholars have examined how tourism organizations can proactively and strategically plan for potential disruptions (Ritchie, 2004; Ritchie & Jiang, 2019).

Therefore, understanding what organizations can do to prepare and how to recover from disasters and crises proactively is important to advance the literature on organizational resilience. However, while tourism-related research on adaptive organizational resilience is abundant, a recent literature review by Ritchie and Jiang (2021) shows that research on resilience. According to planning and strategic preparation is still scarce. Perhaps one reason for this lack of research is that it is conducted over long periods of time, and it is difficult to measure long-term effects (Mair et al., 2016; Ortiz- de- Mandojana & Bansal, 2016). In summary, while planned and adaptive resilience and their respective practices are critical to achieving organizational resilience,

only a few pseudo-studies (Fang et al., 2020; Prayag et al., 2018) identified the connection between them. Chowdhury et al. (2019) is limited to the impact of adaptive resilience on tourism organization performance during the post-earthquake recovery period, while Li et al. (2021) analyzed the relationship between emergency and recovery responses to COVID-19 and the planned and adaptive resilience of companies.



**Figure 1** – The proposed theoretical framework

## **DATA AND METHODOLOGY**

### **Research Context**

The COVID-19 pandemic has severely impacted the tourism industry in Vietnam (Su et al., 2021). While the number of COVID-19 cases was low, the impact on the Vietnamese tourism and hospitality industry was devastating, due to border closures, travel restrictions and the lockdown. There was a recorded 98% fall in visitors in April, compared with 2019 (Reuters, 2020) and the Vietnam National Administration of Tourism estimated a loss of around US\$5.9–7.7 billion over the three months from February to April (The World and Vietnam, 2020).

### **Research Instrument**

An online survey comprising various sections was designed for data collection and administered via Google Forms. The first section captured the respondent's characteristics (age, gender, and education level) and the organization (size, tourism industry sector, and duration of operation). The remaining sections captured information on the two constructs organizational resilience—using 5-point scales adapted from previous studies (1=strongly disagree;5=strongly agree). For the study, thirteen resilience indicators were adapted from (Orchiston et al., 2016) general organizational resilience benchmark tool and measured on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

In 2019–2022, the world experienced a pandemic, which destroyed Vietnam's tourism industry and caused an estimated million losses. In December 2023, a survey was administered among 500 organizations in the Thua Thien Hue province, one of Vietnam's popular tourism cities, resulting in 202 usable surveys for this data analysis.

### **Data Collection**

The study sample comprised all tourism organizations operating in Thua Thien Hue province, Vietnam, in 2023, irrespective of size or sector of operation. The unit of analysis in this study is the organization.

Respondents include individuals with leadership responsibilities, including owner-managers, CEOs (i.e., top managers), department heads and group managers (i.e., senior managers), supervisors of customer-facing staff (i.e., middle managers) and employees.

Data collection commenced at the beginning of May 2023 and lasted two months. Only one respondent from each organization was permitted to complete the survey. A convenience sample strategy was used, with

research assistants distributing hard copies of the questionnaire to the listed tourism firms and collecting them after one week. A total of 202 questionnaires that were filled out were collected.

## Data Analysis

This study uses ANOVA analysis to identify better differences in organizational resilience between tourism businesses in terms of business type and size. Then, EFA exploratory factor analysis was used to explore the dimensions/factors of organizational resilience for Vietnamese tourism businesses' data.

## RESULTS AND DISCUSSION

The survey questionnaire used in this study was adapted from multiple studies. Hence, it is required to establish its construct validity and reliability. An EFA approach is employed to examine the scale's construct validity and to determine the relationships between the variables. Besides, a set of one-way ANOVA is used to draw inferences based on collected data.

### Descriptive Statistics

Businesses is the accommodation (35.1%), tourist operations and agencies (36.1%), restaurant and food & beverage services (9.4%), transport (17.4%) and souvenir shops (11.9%) sectors. The sample consists mainly of micro (<10 employees) (34.7%) and small enterprises (10–49 employees) (27.7%) and medium business (> 50 employees) (37.6%). The respondents were mainly owner (6.4%), managers (26.2%) and employees (67.3%).

This research used descriptive statistics to study the organisational resilience dimensions of tourism enterprises. The items used in the study had a minimum value of 1 and a maximum value of 5. The mean value of the twelve items ranged from 3.64 to 3.92, and the standard deviation ranged from 0.648 to 0.848. So on average, tourism enterprises agreed highly (see Table 1) with most of the twelve items. The analysis shows that R2 Unity of purpose, R8 Staff engagement, and R10 Innovation and creativity were the biggest contributor to organization resilience in tourism enterprises.

**Table 1 – Descriptive statistics**

Tourism organizational resilience indicators	N	Minimum	Maximum	Mean	Std. Deviation
R1 Situation awareness: We proactively monitor our industry to have an early warning of emerging issues	202	1.00	5.00	3.68	0.683
R2 Unity of purpose: We have clearly defined priorities for what is important during and after a crisis	202	1.00	5.00	3.89	0.648
R3 Strategic partnerships: We build relationships with organizations we might have to work within a crisis	202	1.00	5.00	3.75	0.786
R4 Internal resources: Our organization maintains sufficient resources to absorb some unexpected change	202	1.00	5.00	3.72	0.848
R5 Proactive posture: We have a focus on being able to respond to the unexpected	202	1.00	5.00	3.74	0.824
R6 Leadership: There would be good leadership from within our organization if we were struck by a crisis	202	1.00	5.00	3.73	0.798
R7 Planning strategies: Given our level of importance, the way we plan for the unexpected is appropriate	202	1.00	5.00	3.76	0.775
R8 Staff engagement: People in our organization are committed to working on a problem until it is resolved	202	1.00	5.00	3.92	0.758
R9 Leveraging knowledge: If key people are unavailable, there are always others who could fill their role	202	2.00	5.00	3.78	0.768
R10 Innovation and creativity: We are known for our ability to use knowledge in novel ways	202	2.00	5.00	3.89	0.711
R11 Decision making: We can make tough decisions quickly	202	2.00	5.00	3.74	0.742
R12 Breaking silos: There are few barriers stopping us from working well with other organizations	202	1.00	5.00	3.64	0.761
Valid N (listwise)	202				

Source: Prepared by the authors (2023)

### The Comparise Of Tourism Oragnization Resilience Between Type And Size

A set of one way ANOVA test and Welch's test, with Bonferroni's post-hoc comparisons was applied to test to compare the scores between size and type enterprises respondents obtained on the items of organizational resilience , as shown in Table 3 and 4.

**Table 2 – The comparison of tourism oragnization resilience between type enterprises**

Tourism oragnization resilience indicators	Mean (N = 202)	Accomodation (N = 71)	Tourist operations and agencies (N = 73)	Restaurant and food & bevegare services (N = 19)	Transport (N = 15)	Souvenir shops (N = 24)	Sig.
R1 Situation awareness: We proactively monitor our industry to have an early warning of emerging issues	3.68	3.61	3.90	3.53	3.60	3.42	0.010 <sup>b</sup>
R2 Unity of purpose: We have clearly defined priorities for what is important during and after a crisis	3.89	3.89	4.07	3.84	3.40	3.67	0.010 <sup>b</sup>
R3 Strategic partnerships: We build relationships with organizations we might have to work within a crisis	3.75	3.87	3.83	3.78	3.20	3.42	0.109 <sup>b</sup>
R4 Internal resources: Our organization maintains sufficient resources to absorb some unexpected change	3.72	3.80	3.86	4.05	3.00	3.25	0.006 <sup>b</sup>
R5 Proactive posture: We have a focus on being able to respond to the unexpected	3.74	3.68	4.01	3.95	3.20	3.29	0.002 <sup>b</sup>
R6 Leadership: There would be good leadership from within our organization if we were struck by a crisis	3.73	3.69	3.97	4.00	3.53	3.00	0.000 <sup>b</sup>
R7 Planning strategies: Given our level of importance, the way we plan for the unexpected is appropriate	3.76	3.75	3.84	4.00	3.60	3.50	0.313 <sup>b</sup>
R8 Staff engagement: People in our organization are committed to working on a problem until it is resolved	3.92	3.87	4.12	4.00	3.67	3.54	0.049 <sup>b</sup>
R9 Leveraging knowledge: If key people are unavailable, there are always others who could fill their role	3.78	3.66	4.07	3.68	3.60	3.46	0.003 <sup>b</sup>
R10 Innovation and creativity: We are known for our ability to use knowledge in novel ways	3.89	3.99	3.88	4.05	3.80	3.58	0.134 <sup>a</sup>
R11 Decision making: We can make tough decisions quickly	3.74	3.83	3.84	4.12	3.07	3.33	0.000 <sup>a</sup>
R12 Breaking silos: There are few barriers stopping us from working well with other organizations	3.64	3.72	3.81	3.68	3.07	3.25	0.001 <sup>a</sup>

<sup>a</sup>One way ANOVA test

<sup>b</sup>Welch's Test

Source: Prepared by the authors (2023)

The results clearly illustrated the significant differences between the sub groups of type enterprises in terms of planned and adaptive organization resilience. There are nine of the twevle indicators of resilience were rated significantly different based on tourism sub-sector (see Table 2) including six of the eight indicators of planned resilience and three of the four indicators of adaptive resilience. Tourist operations and travel agencies , accomodation and restaurant had significantly higher averages for both planned resilience and adaptive resilience indicators than transport businesses and souvenir shop.

**Table 3 – The comparison of tourism oragnization resilience between size of business**

Tourism oragnization resilience indicators	Mean (N = 202)	Less 10 employees	10 – 49 employees	More 50 employees	Sig.
R1 Situation awareness: We proactively monitor our industry to have an early warning of emerging issues	3.68	3.47	3.86	3.75	0.004 <sup>a</sup>

R2 Unity of purpose: We have clearly defined priorities for what is important during and after a crisis	3.89	3.59	3.91	4.14	0.000 <sup>b</sup>
R3 Strategic partnerships: We build relationships with organizations we might have to work within a crisis	3.75	3.61	3.51	4.04	0.000 <sup>b</sup>
R4 Internal resources: Our organization maintains sufficient resources to absorb some unexpected change	3.72	3.50	3.64	3.99	0.002 <sup>a</sup>
R5 Proactive posture: We have a focus on being able to respond to the unexpected	3.74	3.44	3.77	4.00	0.000 <sup>a</sup>
R6 Leadership: There would be good leadership from within our organization if we were struck by a crisis	3.76	3.57	3.84	3.93	0.028 <sup>a</sup>
R7 Planning strategies: Given our level of importance, the way we plan for the unexpected is appropriate	3.73	3.41	3.84	3.93	0.000 <sup>a</sup>
R8 Staff engagement: People in our organization are committed to working on a problem until it is resolved	3.92	3.67	4.14	3.97	0.001 <sup>a</sup>
R9 Leveraging knowledge: If key people are unavailable, there are always others who could fill their role	3.78	3.60	3.84	3.91	0.059 <sup>b</sup>
R10 Innovation and creativity: We are known for our ability to use knowledge in novel ways	3.89	3.73	3.77	4.13	0.000 <sup>b</sup>
R11 Decision making: We can make tough decisions quickly	3.74	3.47	3.61	4.09	0.000 <sup>b</sup>
R12 Breaking silos: There are few barriers stopping us from working well with other organizations	3.64	3.54	3.57	3.79	0.062 <sup>b</sup>

<sup>a</sup> One way ANOVA test

<sup>b</sup> Welch’s Test

**Source:** Prepared by the authors (2023)

Regarding sub groups of size enterprises, the results clearly illustrated the significant differences between the sub groups in terms of planned and adaptive organization resilience indicator. Most of indicators of planned resilience were rated significantly different based on tourism sub-sector (see Table 3). The larger business with more than 50 employees had significantly higher averages for planned resilience indicators than small and medium enterprises . Besides, there are the significant differences between the sub groups in terms of adaptive organization resilience indicator as innovation and creativity and decision making . And the larger business with more than 50 employees had significantly higher averages for adaptive resilience than small and medium enterprises in crisis context.

### Exploratory Factor Analysis (EFA)

An EFA test was carried out using SPSS 20 statistics software to identify the underlying dimensions of organizational resilience in this research. A value of KMO test was carried out to check the adequacy of the samples as 0.872, which is well above the threshold limit of 0.5 prescribed by Hair et al. (2006). The Bartlett test of sphericity was carried out to check whether the correlation exists among the variables and the values were found significant (p-value = 0.000) (Hair et al. 2006). EFA proposed 2 factors having eigenvalue greater than 1. These factors, in total, explained more than 66% of the variance in the study. Cronbach's Alpha value was observed in planned organization resilience (0.921) and adaptive organization resilience (0.839), which is above the threshold limit of 0.6, as recommended by Hair et al. (2006). Hence, the reliability of each factor is suitable (see Table 4). The “Planned” factor describes the formal preparedness of the organization in long-term, including leadership quality, staff engagement and preparedness for crisis as awerness, unity of purpose and planning strategies . The “Adaptive” factor describes the ability of an organization to use innovation and collaboration to creatively respond to the changing in short-term.

**Table 4 – Factor analysis and Cronbach Alpha**

Tourism oragnization resilience indicators	Factor 1 Planned	Factor 2 Adaptive	Communalities
R6 Leadership: There would be good leadership from within our organization if we were struck by a crisis	0.831		0.707
R5 Proactive posture: We have a focus on being able to respond to the unexpected	0.809		0.708
R8 Staff engagement: People in our organization are committed to working on a problem until it is resolved	0.780		0.642
R3 Strategic partnerships: We build relationships with organizations we might have to work within a crisis	0.757		0.692
R4 Internal resources: Our organization maintains sufficient resources to absorb some unexpected change	0.743		0.682

Tourism organization resilience indicators	Factor 1 Planned	Factor 2 Adaptive	Communalities
R1 Situation awareness: We proactively monitor our industry to have an early warning of emerging issues	0.734		0.599
R7 Planning strategies: Given our level of importance, the way we plan for the unexpected is appropriate	0.732		0.591
R2 Unity of purpose: We have clearly defined priorities for what is important during and after a crisis	0.716		0.565
R12 Breaking silos: There are few barriers stopping us from working well with other organizations		0.891	0.825
R10 Innovation and creativity: We are known for our ability to use knowledge in novel ways		0.847	0.738
R11 Decision making: We can make tough decisions quickly		0.763	0.731
R9 Leveraging knowledge: If key people are unavailable, there are always others who could fill their role		0.548	0.497
<b>Eigenvalues</b>	6.538	1.450	
<b>% of Variance</b>	54.486	12.081	
<b>Cronbach Alpha</b>	0.921	0.839	

Source: Prepared by the authors (2023)

## DISCUSSION

The results of this study provide an opportunity to compare the tourism industry's organizational resilience with research on organizational resilience in general and tourism enterprise resilience and highlight the important components of business resilience approached from an organizational perspective.

Firstly, while viewing organizational resilience as a capacity or a combination of capabilities – also known as capacities or capabilities – this focuses only on those capabilities that help the organization cope with disruptive events (Hillmann & Guenther, 2021; Lengnick-Hall et al., 2011) therefore for organizations in general Ducheck (2020) proposed three aspects of organizational resilience as anticipation, cope and adapt. In the context of tourism research, Dahles & Susilowati (2015) also confirmed three dimensions of resilience: survival, adaptation, and innovation. However, few tourism studies focus on forward-looking strategies beyond an event-centric perspective in building planned organizational resilience (e.g., Lee et al., 2013; Orchiston et al., 2016; Prayag et al., 2020). Based on data from tourism businesses in the Vietnamese context, this study has confirmed two important aspects of tourism business resilience approached from an organizational perspective, including adaptive resilience and planned resilience, and this is similar to the research results of Lee et al. (2013) and Orchiston et al. (2016) which agree that the organizational resilience of tourism businesses needs to consider both the short and long term, i.e. the need to go beyond a crisis management perspective, this suggests a forward-looking culture in the tourism sector, in which preparing for and responding to new problems floating is the core business activity (Orchiston et al., 2016).

Secondly, we confirm the importance of innovation and decision-making for adaptive resilience. Innovation is a crucial attribute of the resilience of tourism businesses (Biggs et al., 2012; Dahles & Susilowati, 2015; Orchiston et al., 2016). The study also discovered that in addition to innovation attributes, adaptive resilience includes attributes such as leveraging prior knowledge, decision-making, and breaking down barriers that help Vietnamese tourism businesses overcome shocks or rapid changes in the business and social environment, such as COVID-19. The findings show that there are differences across tourism sub-sectors and sizes in terms of the attributes of adaptive resilience. Travel agencies and tour operators, hotels and restaurants have an average value higher than transportation businesses and souvenir shops in leveraging knowledge, decision making and breaking silo. There is no difference between large and small businesses regarding innovation and creativity. Therefore, the management implications for small and micro enterprises in Vietnam include enhancing rapid decision-making capacity and collaborating with other organizations in adversity.

Thirdly, disruptions or crises will continue, so developing strategies to best respond to any adversity Williams et al. (2017) is a core business value that tourism businesses should aim for in the future. The survey of Vietnamese tourism businesses discovered that planning resilience is an essential dimension of organizational resilience, concurring with the view that tourism organizations can proactively and strategically plan for potential disruptions (Ritchie, 2004; Ritchie & Jiang, 2019). The findings show that there are differences



across tourism subsectors in terms of the attributes of planned resilience. There is also a significant difference between large and small businesses in terms of planned resilience. Therefore, the management implications for small and micro enterprises in Vietnam are building capacity-related planned resilience, including situation awareness, unity of purpose, building strategic partnerships, building internal resources to cope with unexpected change, and a proactive posture, leadership, strategic planning and enhancing staff engagement.

## CONCLUSION

This study has provided a quantitative assessment of organizational resilience in different sectors of the tourism industry and supports previous hypotheses that tourism organizations can plan effectively and be proactive and strategic about potential disruptions. This study was based on organizations in a post-disaster context, so most of the interview participants had sufficient awareness of adaptive resilience and planned resilience.

Future studies could investigate comparing organizational resilience before and after a disaster to clarify adaptive and planned resilience. Future research should expand the scope of research for Vietnamese tourism businesses to include operating time to refine indicators measuring tourism business resilience. In-depth analytical methods exploring the relationship between organizational resilience capabilities and tourism organization resilience should also be implemented to understand this concept better.

## Acknowledgements

This research is funded by a project sponsored by the Ministry of Education and Training of Vietnam, grant code B2022-DHH-09.

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