

Organizational resilience, dynamic capability and business innovation: Inputs to continuous development model of tourism SMEs

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Abstract

This research aimed to assess the organizational resilience, dynamic capabilities and business innovation of small and medium tourism enterprises and propose a framework to promote the sustainable development of small and medium tourism enterprises. This study used a descriptive research design to help interpret the data collected, using a modified questionnaire as the primary tool for data collection. The participants are mainly managers of small and medium-sized tourism enterprises from Henan Province, China, with a total of 300 people. Use SPSS software to further demonstrate the relationship between organizational resilience, dynamic capabilities and business innovation through reliability analysis, mean analysis and correlation analysis. The research results show that robustness, agility and integrity all have a positive impact on organizational resilience; In sight of dynamic capability, the ability to opportunity perception ability, learning absorption ability and resource integration ability has a profound impact on dynamic dynamics. Value creation, sustainability and innovation capability have a significant impact on business innovation. A framework for continuous improvement of tourism SMEs is proposed and based on the statistical results. There is a high significant relationship between organizational resilience, dynamic capabilities, and business innovation.

Keywords: organizational resilience, dynamic capability, business innovation, tourism SME

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1. Introduction

In recent years, the incidence and severity of emergencies such as natural disasters and major public health crises have increased rapidly, which has had a major impact on the sustainable development of enterprises (Monika, 2022). Compared with other industries, tourism is a more sensitive and fragile industry, and it is also an industry with certain risks. In the tourism industry, small and medium-sized tourism enterprises play an important role, but they are extremely vulnerable to emergencies. Turmoil, instability and emergencies in the external environment will affect the growth potential and survival and development of tourism SMEs companies. For example, the outbreak of the COVID-19 pandemic has severely impacted small and medium-sized tourism companies around the world. In 2020, 100% of the world's destination countries implemented travel restrictions, and 27% of destination countries completely closed their borders to international travel. On January 28, 2021, the United Nations World Tourism Organization released tourism data for 2020. According to the report, due to the impact of the COVID-19 pandemic in 2020, the global tourism industry will suffer heavy losses, the number of tourists will decrease significantly, and the global tourism industry will lose 1.3 trillion dollars of its income, making it the "worst year in tourism history" (UNWTO, 2021), and by the end of 2021, the tourism industry only recovered to half the level of 2019. Many small and medium-sized tourism companies have been struggling on the verge of bankruptcy. For small and medium-sized tourism companies in China, because of the circuit breaker mechanism, with the recurrence of the epidemic, the tourism industry has continued to repeat itself. Many scenic spots, restaurants, and travel agencies have been open for several months. Closed for several months, especially in 2022, a large-scale epidemic will occur across the country almost every other month, and the tourism industry is basically on the verge of collapse.

A global tourism industry which was affected by the COVID-19 pandemic has not been completely eliminated, and the Russo-Ukrainian war has exacerbated the turmoil in the global situation. Events are highly sensitive. The extraordinary sensitivity of the tourism industry to crisis events makes it the first to face threats. The tourism industry combines food, clothing, housing, transportation, entertainment, shopping and other industries to form a tight and complex industrial value chain. Therefore, it is highly dependent on external factors such as the environment, politics, economy, and society, leading to its high sensitivity (Navarro & Lorenzo, 2021). This also determines that the tourism industry is vulnerable to being hit in the face of major emergencies, but once the epidemic situation improves, it will recover quickly. The same is true for small and medium-sized tourism companies. They are vulnerable to major emergencies, but once the market conditions improve, they are easy to recover quickly, and the organization is very resilient.

Therefore, small and medium-sized tourism enterprises need the ability to recover from adversity to deal with emergencies, and organizational resilience is an important ability for enterprises to respond, adapt and change in the face of emergencies. Barasa, et al., (2018) believe that enterprises with strong organizational resilience can feel the changes brought about by the crisis in a timely manner, and grow through crisis identification, crisis response, and post-crisis recovery. Duchek (2020) believes that when the external environment changes too fast or there are uncertainties, it is necessary to strengthen the building of organizational resilience so that enterprises can actively respond to emergencies, recover from crises as soon as possible, and achieve future success. However, at present, in the field of management, there are not many studies on organizational resilience, and the specific path of organizational resilience affecting the sustainable development of enterprises is not yet clear. Therefore, from the perspective of emergency response, it is of great significance to explore how small and medium-sized tourism enterprises can achieve sustainable development through organizational resilience.

According to the contingency theory proposed by Otley (2016), Changes in the external environment will affect the survival and development of enterprises. To achieve sustainable development of enterprises, they must be highly sensitive to environmental changes and be able to make changes at any time according to environmental changes. Organizational resilience can help companies identify crises, and companies need to quickly make changes after feeling the environmental changes brought about by crises, and integrate internal and external resources of the enterprise to cope with changes in the external environment. Teece (2018) believed that dynamic capability is an important ability for enterprises to quickly integrate and restructure internal resources according to environmental changes, and plays a key role in the process of coping with crises. Dynamic capabilities can help companies reshape their business models and achieve business model innovation when the environment changes (Teece, 2018). The innovation of the business model means another competitive advantage of the enterprise, and the novel business model can bring about excellent value creation. A resilient organization's business model innovation in the face of emergencies will help the organization recover quickly after the crisis, and even surpass the original level of development. Enterprises with strong organizational resilience can adjust resources faster, innovate business models, gain competitive advantages and promote sustainable development of enterprises compared with competitors. Therefore, there must be a connection between organizational resilience, dynamic capabilities, business innovation, and the sustainable development of SMEs. However, few scholars have studied the role of dynamic capabilities and business innovation in the relationship between organizational resilience and enterprise sustainable development, especially from the perspective of emergency response, how dynamic capabilities and business model innovation will play, and whether there is causal logic between variables, the existing research still lacks in-depth analysis of these issues.

By studying organizational resilience, dynamic capability, and business innovation, tourism SMEs can develop the skills and knowledge they need to adapt to change, remain competitive, and succeed in the ever-changing tourism industry. The researcher may contribute to a plan to promote the sustainable development of small and medium-sized tourism enterprises which actively responds to changes in the external environment for small and medium-sized tourism enterprises, adjusts their business development strategies in a timely manner, and realizes business innovation and business development. Through this study, the researcher will be able to contribute to take steps to improve the SME's organizational resilience, dynamic capability, and business innovation and they can position themselves for success in the ever-changing tourism industry.

1.1 Objectives of the Study

The study aimed to investigate the organizational resilience, dynamic capability and business innovation of the Tourism SMS and developed a continuous development plan for Tourism SMEs. Specifically, described the organization's resilience as to robustness, agility and integrity, determined the dynamic capability as to opportunity perception ability, learning absorption ability and resource integration ability, described the business innovation as to value creation, sustainability and innovation capability, tested the significant relationship among organizational resilience, dynamic capability and business innovation and developed a continuous development model for Tourism SMEs.

2. Methods

Research Design - This research mainly adopts the method of descriptive statistics, combining quantitative research and qualitative research. Firstly, according to the previous theoretical basis, formulate the research scale. Then, according to the collected data, it is verified by quantitative research methods such as reliability analysis, mean analysis and correlation analysis. The purpose is to discover the association or relationship and difference among the three selected variables and finally put forward specific development suggestions based on the results of quantitative research combined with qualitative research methods. The researchers tried to collect the information of the respondents through the questionnaire, and collected the effective data of the respondents through the study of descriptive statistics.

Participants of the Study - This study who participant were managers of small and medium-sized tourism enterprises officially registered in mainland China and operating in Henan Province. Before the large-scale survey, 20 managers of small and medium-sized tourism enterprises in Henan Province were selected for presurvey. Questionnaires were distributed to small and medium tourism enterprises with less than 250 employees. These tourism enterprises came from Henan, China. A total of 314 questionnaires were collected, and 14 points of invalid questionnaires were excluded, and a total of 300 valid questionnaires were collected. At the same time, when distributing the questionnaires, fully consider factors such as the age of the managers, the years of establishment of the company, and the place of registration, and try to distribute the questionnaires to companies of all years.

Data Gathering Instrument - This study mainly uses questionnaires to collect the data needed for the research. The questionnaire mainly consisted of two parts, one part was the basic situation of the respondent's company: the size of the company's population, years of establishment, location, etc.; the other part was from organizational resilience, dynamic capabilities, and business innovation to evaluate small and medium-sized enterprises. Each option of the questionnaire is presented as a descriptive statement, and the method and frequency of application of the four-point Likert scale are explained to the respondent: 3.50 – 4.00 means strongly agree, 2.50 – 3.49 means moderately agree, 1.50 – 2.49 means disagree, 1.00 – 1.49 means strongly disagree. The reliability of the three variables of organizational resilience, dynamic ability and business innovation are 0.923, 0.975 and 0.934 respectively, and the Cronbach Alpha values are all greater than 0.7, and the Cronbach Alpha values of each dimension of the three variables are also greater than 0.7, indicating that the measurement results of the scale are good and can be continued research.

For the measurement of organizational resilience, it mainly draws on the research of Kantur & Say (2015). Measured using a four-point Likert scale, those between 3.50 and 4.00 strongly agree (based on strong evidence), those between 2.50 and 3.49 moderately agree (based on moderate evidence), those between 1.50 and 2.49 disagree (based on limited evidence), and those between 1.00 and 1.49 strongly disagree (without evidence). The Cronbach alpha of Organizational Resilience, Dynamic Capacity, and Business Innovation is 0.984. Organization Resilience is a three-factor model consisting of robustness (5 items) with Cronbach alpha of 0.862, agility(5 items) with Cronbach's alpha of 0.906, integrity (5 items) with Cronbach's alpha of 0.907, having a total of 15 items, the Cronbach alpha value for these three dimensions is 0.948.

The measurement of dynamic capability has been made possible through the use of a standardized instrument that was adopted for a study conducted by Wu in 2007. This instrument utilizes a four-point Likert scale that provides a verbal interpretation of the rating. The scale ranges from 3.50 to 4.00, which means "strongly agree" with great evidence. A rating between 2.50 and 3.49 indicates "agree" with moderate evidence. A score of 1.50 to 2.49 on the scale means "disagree" with little evidence, while a rating of 1.00 to 1.49 implies "strongly disagree". Among the 15 items in the questionnaire, perception ability (5 items) had an alpha reading of 0.884, learning absorption ability (5 items) had an alpha reading of 0.931, and resource integration ability (5 items) had an alpha reading of 0.920.

An instrument standardized to Kadir & Shamsudin's (2019) study was used to evaluate business innovation. A Likert scale of four points is interpreted verbally: 3.50 - 4.00 is considered strongly agreeable (with great evidence), 2.50 - 3.49 is considered agreeable (with moderate evidence), 1.50 - 2.49 is considered disagreeable (with little evidence), and 1.01 - 1.49 indicates strongly disagreeable (without evidence). The questionnaire consists of 15 items that are divided into three dimensions, namely value creation, sustainability and innovation capability, with an average Cronbach alpha of 0.920 and equivalent to 5 items in each dimension.

Data Gathering Procedure - As sources, the researcher gathered and collected data or information from published thesis, books, articles, and journals. In addition, small and medium-sized tourism enterprises on mainland China were the survey objects for this study, so it is necessary to collect questionnaires from the managers of small and medium-sized tourism enterprises. The researcher's husband runs a travel agency in

Henan Province, and cooperates with travel agencies, scenic spots, hotels, tour fleets and airline ticketing companies all over the country. There is a ready-made exchange group for enterprise managers. Therefore, on the one hand, the collection of data is distributed directly in the exchange group through online distribution, and answers and submissions are made online. On the other hand, I personally visited tourism companies in Henan Province and distributed them offline. Questionnaires collect data. The online questionnaire survey is open to all provinces and cities across the country, and the offline questionnaire is mainly distributed in Zhengzhou City, Henan Province. To ensure accuracy and confidentiality, the researcher administered the questionnaires personally or used Google forms.

Ethical Considerations - To ensure that the information collected through the questionnaire is used for research purposes only, and to maintain the quality and integrity of the research, ethical considerations are taken into account when conducting the questionnaire to ensure that respondents voluntarily undertake this research. A proper citation of the adopted questionnaires is provided by the researcher. To ensure that target respondents are well prepared for the research questions that need to be answered, the researcher obtained the consent of the enterprise communication group owner in advance. Additionally, it did not seek the respondents' names while they filled out the questionnaire, ensuring that their answers would remain confidential and anonymous. Also, the researcher ensured that the respondents voluntarily answered the questionnaires at their discretion. By providing them with opportunities for mutual relationships rather than threatening them, the dignity and privacy of the respondents were protected, as they felt they were being studied and seen as a powerful information seeker.

Data Analysis - Weighted mean and rank were used to describe the organization's resilience as to robustness, agility and integrity; to determine the dynamic capability as to opportunity perception ability, learning absorption ability and resource integration ability; and to describe the business innovation as to value creation, sustainability and innovation capability. Through the Shapiro-Wilk test, the P values of all variables are less than 0.05, indicating that the data is not normally distributed, and the Shapiro-Wilk test is not suitable. Therefore, Spearman's rho value is used for non-parametric test to determine the significance between variables.

3. Results and Discussion

Table 1

Organization Resilience

Indicator	Weighted Mean	Verbal Interpretation	Rank
Robustness	3.38	Agree	1.5
Agility	3.37	Agree	3
Integrity	3.38	Agree	1.5
Composite Mean	3.38	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 1 show the result of organizational resilience. Based on the mean score of 3.38 with a rank of 2, we can observe a similarity in resilience in terms of robustness, agility, and integrity. The three aspects of organizational resilience and integrity are agreed by the participants. Kantur & Say (2015) believe that robust organizations have the ability to resist and recover from adverse conditions. Agile organizations are able to act quickly. Employees in organizations with good integrity are cohesive in the face of adverse situations. Companies that are good in all three aspects have strong organizational resilience. Branicki et al. (2018) believe that organizational resilience plays an important role in coping with various crisis events and achieving sustainable development in an uncertain environment. Mudalige et al. (2019) believe that opportunity recognition ability, learning absorption ability and resource integration ability are the three core elements that are very important for enterprise dynamic capabilities. The three have both commonality and difference, are interrelated, restrict and depend on each other, and embody the three core contents of dynamic capabilities. First of all, through the ability to identify opportunities, find out favorable resources and opportunities, and then absorb and learn from them, and then integrate and reconstruct existing resources to build an efficient and fast

dynamic identification system. When the enterprise is facing a crisis, can quickly seize all available opportunities to create opportunities.

Table 2*Dynamic Capability*

Indicator	Weighted Mean	Verbal Interpretation	Rank
Opportunity Perception Ability	3.46	Agree	1
Learning Absorption Ability	3.37	Agree	2.5
Resource Integration Ability	3.37	Agree	2.5
Composite Mean	3.40	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

As shown in Table 2, the average score of the three dimensions of dynamic ability is 3.40 points, of which the opportunity perception ability is 3.46 points, which is the highest score. Learning absorption ability and resource integration ability are both 3.37 points. Explain that participants generally believe that these three dimensions are critical to the development of dynamic capabilities. Reconfiguring the external resources of an enterprise is a necessary measure for an enterprise to adapt to changes in the environment, so one of the key factors affecting the dynamic capabilities of an enterprise is the ability to integrate and reconfigure. Enterprises with strong dynamic capabilities have the ability to quickly restructure the structure and allocation of internal and external resources and then create corporate advantages to quickly adapt to environmental changes. The ability to learn and absorb enables enterprises to cope with complex changes through the development and creation of new technologies and new knowledge external environment. The ability to find, identify, create, and even commercialize opportunities is the ability to shape perception. This ability is the key responsibility of the key decision-makers of an enterprise. Usually, decision-makers with this ability have a certain entrepreneurial spirit. An important aspect and the first element of a dynamic capability. In shaping this capability, the core decision-makers of the enterprise cannot be replaced.

Mudalige et al. (2019) believe that opportunity recognition ability, learning absorption ability and resource integration ability are the three core elements that are very important for enterprise dynamic capabilities. The three have both commonality and difference, are interrelated, restrict and depend on each other, and embody the three core contents of dynamic capabilities. First of all, through the ability to identify opportunities, find out favorable resources and opportunities, and then absorb and learn from them, and then integrate and reconstruct existing resources to build an efficient and fast dynamic identification system. When the enterprise is facing a crisis, can quickly seize all available opportunities to create opportunities.

Table 3*Business Innovation*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Self-efficacy	2.91	Agree	1
Optimism	2.90	Agree	4
Hope	2.90	Agree	3
Resilience	2.91	Agree	2
Composite Mean	2.91	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 2 shows the evaluation results of business innovation. From Table 14, we can see that the average value of the three dimensions of business innovation is 3.38. Among them, Value Creation ranked first with 3.42 points, indicating that participants are more interested in value creation. Agreed, Sustainability scored 3.38 points, ranking second, and Innovation Capability ranked third, scoring 3.33 points. Although it is also a positive evaluation, it shows that small and medium-sized tourism companies do not know much about the innovation of enterprises and have not received enough attention.

The sustainability and improvement potential of the enterprise's value creation ability depends on innovation and learning. Terziev & Georgiev (2017) pointed out that as the market changes constantly, companies must

continuously improve their products to stay competitive globally, services and internal operations, and to have the ability to learn new knowledge and new technologies, and then internalize them into corporate Core competencies to launch innovative products and services. Launching new products and services continuously, and creating greater value for customers, is the only way to grow the business and improve operational efficiency, can enterprises open up new markets, increase revenue and profits, and achieve sustainable development.

Table 4*Relationship Between Organization Resilience and Dynamic Capability*

Variables	rho-value	p-value	Interpretation
Robustness			
Opportunity Perception Ability	0.728**	0.000	Highly Significant
Learning Absorption Ability	0.755**	0.000	Highly Significant
Resource Integration Ability	0.744**	0.000	Highly Significant
Agility			
Opportunity Perception Ability	0.767**	0.000	Highly Significant
Learning Absorption Ability	0.798**	0.000	Highly Significant
Resource Integration Ability	0.833**	0.000	Highly Significant
Integrity			
Opportunity Perception Ability	0.814**	0.000	Highly Significant
Learning Absorption Ability	0.820**	0.000	Highly Significant
Resource Integration Ability	0.806**	0.000	Highly Significant

** . Correlation is significant at the 0.01

As reflected in table 4, computed rho-values ranging from 0.728 to 0.833 indicate a strong to very strong direct relationship among the sub variables of organization resilience and dynamic capability. It shows a statistically significant relationship between organization resilience and dynamic capability since the obtained p-values were less than 0.01 and the smallest rho-value is 0.744. This means that organizational resilience is very important to the development of dynamic capabilities. The stronger the organizational resilience, the more it can stimulate the dynamic capabilities of the enterprise when an external crisis comes, and identify opportunities and integrate resources as soon as possible to survive the crisis.

Herbane (2019) proposed that SMEs need to develop the ability to deal with crises before developing dynamic capabilities. Organizational resilience is an important ability for companies to respond to crises, and it can help companies recover from emergencies and maintain continuous operations. Therefore, small and medium-sized enterprises need to cultivate organizational resilience to cope with various crises in the organizational environment, so as to create conditions for further development and form dynamic capabilities. Linnenluecke (2017) pointed out that resilient organizations can feel the changes brought about by the crisis in a timely manner and make plans before the crisis occurs or when it first appears. Wang (2019) believes that this kind of agility in the face of crisis can enable enterprises to act quickly to adapt to the changing environment, stimulate enterprises to reconfigure internal and external resources according to the environment, and then improve the enterprise's ability to integrate resources and restructure resources. Organizational resilience is thus an important driver of the dynamic capabilities of SMEs.

Based in the results of Table 5, computed rho-values ranging from 0.712 to 0.829 indicate a strong to very strong direct relationship among the sub-variables of organization resilience and business innovation. It shows a statistically significant relationship between organization resilience and business innovation since the obtained p-values were less than 0.01 and the smallest rho-value is 0.712. This shows that organizational resilience affects the organizational innovation capabilities of small and medium-sized tourism enterprises. Business innovations by resilient organizations in the face of emergencies will help organizations recover quickly after a crisis and even surpass their original level of development.

Table 5*Relationship Between Organization Resilience and Business Innovation*

Variables	rho-value	p-value	Interpretation
Robustness			
Value Creation	0.712**	0.000	Highly Significant
Sustainability	0.776**	0.000	Highly Significant
Innovation Capability	0.724**	0.000	Highly Significant
Agility			
Value Creation	0.788**	0.000	Highly Significant
Sustainability	0.798**	0.000	Highly Significant
Innovation Capability	0.781**	0.000	Highly Significant
Integrity			
Value Creation	0.783**	0.000	Highly Significant
Sustainability	0.829**	0.000	Highly Significant
Innovation Capability	0.784**	0.000	Highly Significant

** . Correlation is significant at the 0.01

In the process of survival and development, enterprises must constantly face various crises, and these emergencies will have an impact on the original business model of the enterprise. To achieve sustainable development, Akgun (2014) believes that enterprises must innovate and change the original business model. Organizational resilience is a key factor for companies to overcome turbulent conditions and achieve development and innovation, and companies with strong resilience are more likely to carry out business innovation in the face of crises. When the original business model is not suitable for the new development environment, resilient enterprises can proactively develop alternatives, adjust the content, structure and governance method of enterprise value creation and value capture, so as to benefit from the negative environment. The lack of organizational resilience will lead to low corporate adaptability and an inability to effectively innovate or change (William, et al., 2017). In addition, organizational resilience can assist companies in recovering from destructive accidents that threaten their survival, identify and exploit business opportunities in crises, and ultimately achieve business innovation (Lengnick, et al., 2011). Therefore, organizational resilience can promote business innovation.

Table 6*Relationship Between Dynamic Capability and Business Innovation*

Variables	rho-value	p-value	Interpretation
Opportunity Perception Ability			
Value Creation	0.856**	0.000	Highly Significant
Sustainability	0.829**	0.000	Highly Significant
Innovation Capability	0.789**	0.000	Highly Significant
Learning Absorption Ability			
Value Creation	0.855**	0.000	Highly Significant
Sustainability	0.860**	0.000	Highly Significant
Innovation Capability	0.852**	0.000	Highly Significant
Resource Integration Ability			
Value Creation	0.876**	0.000	Highly Significant
Sustainability	0.865**	0.000	Highly Significant
Innovation Capability	0.897**	0.000	Highly Significant

** . Correlation is significant at the 0.01

In table 6, we can see, computed rho-values ranging from 0.789 to 0.897 indicate a strong to very strong direct relationship among the sub-variables of dynamic capability and business innovation. It shows a statistically significant relationship between dynamic capability and business innovation since the obtained p-values were less than 0.01 and the smallest rho-value is 0.789. This means that an organization with dynamic capabilities will be able to rapidly implement, test and improve business innovations. The strength of an enterprise's dynamic capabilities affects the ability of an innovative business model to realize value and is crucial to organizational performance.

Dynamic capability is crucial to enterprises' ability to respond to crises by rapidly integrating and

restructuring internal resources in accordance with external changes. Teece (2018) believes that dynamic capabilities can help companies reshape their business models and achieve business innovation when the environment changes. Even when new opportunities are recognized, firms with weaker dynamic capabilities are more likely to adopt business models that rely on past investments and existing organizational processes; management has more freedom when it comes to pursuing business innovation when the firm has strong dynamic capabilities. Tavassolis & Bengtsson (2018) argue that genuine new business innovations are periodically enabled by technological advances. If a company has cultivated certain dynamic capabilities, it has a greater chance of inducing such innovations. For example, with the emergence of the "Internet of Things", entities will be deeply affected by digitization, and the connection between different industries will be closer. Enterprises can communicate across borders, and have strong learning abilities, innovation ability and Enterprises with resource integration capabilities will take the initiative to innovate their own business models and be at the forefront of industrial innovation.

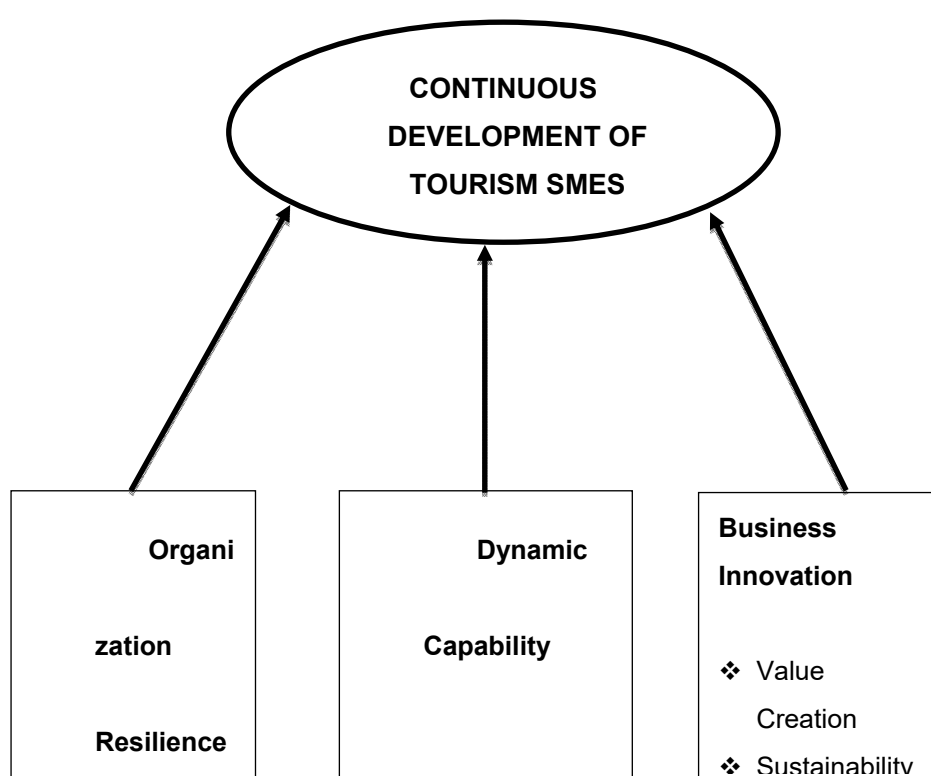


Figure 1. Proposed Continuous Development Framework for Tourism SMEs

Proposed Continuous Development Model for Tourism SMES

Spearman rho was used as part of nonparametric tests to identify significant relationships. The above correlation test results show that these three variables have a significant positive correlation, $p < 0.01$, and rho-values are all above 0.7. It shows that there is a significant relationship between organizational resilience, dynamic capabilities, and business innovation.

From this framework, we can see that organizational resilience, dynamic capabilities and business innovation influence each other, and the strength of organizational resilience of tourism SMEs is directly related to the effects of dynamic capabilities and business innovation. Dynamic capabilities also have a very important impact on business innovation and organizational resilience. Subsequently, the model shows that organizational resilience, dynamic capabilities, and business innovation have an impact on the sustainable development of tourism SMEs, indicating that the three variables are interrelated and jointly affect the sustainable development

of small and medium-sized tourism enterprises.

In the study, the tourism SMEs used in the explanation of the model are small and medium-sized tourism enterprises in mainland China operating in Henan Province. A framework that was proposed by the researcher is based on mathematical analysis, a literature review, expert opinion, and previous research. This proposed framework is supported by empirical research that can be used to explain the correlation between variables.

4. Conclusions and Recommendations

Based on the findings, the respondents agreed on the organization resilience as to robustness, agility, and integrity. The respondents agreed on the dynamic capabilities of the organization as to perception ability, learning absorption ability and resource integration ability. The respondents agreed on the business innovation as to value creation, sustainability, and innovation capabilities. There is a high significant relationship between organizational resilience, dynamic capabilities, and business innovation. A framework for the sustainable development of small and medium-sized tourism enterprises is proposed

This study verifies the important role of organizational resilience in the response of small and medium-sized tourism enterprises to emergencies, and provides new ideas for the survival and development of small and medium-sized enterprises that are constantly facing various crises. Encourage SMEs to establish a formalized crisis management system to enhance organizational resilience and maintain economic stability in a crisis. This study clearly explains the important role of dynamic capabilities and business innovation. Therefore, managers of small and medium-sized enterprises should continue to pay attention to changes in the external environment, improve dynamic capabilities, reduce resistance to business innovation, and enable organizations to respond quickly in the face of crises. Innovate business models to achieve sustainable development. Technology is profoundly and extensively affecting the tourism industry. In the next few years, SMEs tourism enterprises should learn to use cutting-edge technology to reshape the business model and operating mechanism of the tourism industry to achieve sustainable development. The majority of small and medium-sized tourism enterprises should seize the wave of digital development in the future, plan in advance the external opportunities and challenges that digitalization may bring, enhance their organizational resilience, and respond to changes in the external environment at any time. The future innovation of SMEs tourism enterprises in terms of products and services should be quality-oriented, refined, customized, digital, experiential and sustainable. Future research can consider adding other variables, such as organization performance and intellectual capital. Future research can use longitudinal follow-up surveys to better reflect the dynamic relationship and mechanism of action among variables in different stages of corporate growth.

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