

Review Paper

A Systematic Literature Review of Resilience Approaches in Small and Medium Tourism-Based Sector

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Abstract: This study aims to understand the resilience towards crisis in small and medium tourism-based sectors. The current pandemic has had a particularly detrimental effect on the tourism sector, with COVID-19 posing a significant health threat to the world. This study aims to review and analyses contemporary methods and approaches systematically. To facilitate the integration of multiple research designs in this study, the review was conducted using the published standard (PRISMA statement) as the preferred reporting item for systematic reviews and meta-analyses. The primary databases used in this study were Web of Science and Scopus in order to search for the necessary articles. Through content analysis, this study can be divided into six categories: (a) social support, (b) technology innovation, (c) government support, (d) diversification of economic activities, (e) personal resources and (f) leadership and communication. The findings significantly contribute to the tourism small and medium-sized enterprises in creating resilience-based sustainable tourism, and society's well-being apart from contributing to the COVID-19 tourism resilience literature. The objective of the study would be to facilitate collaboration between tour operators, government entities and other relevant stakeholders in order to better manage the ambiguity of the COVID-19 crisis and to implement strategies to revitalize the sector in the post-pandemic environment.

Keywords: Crisis, resilience, small and medium tourism-based sectors, Systematic Literature Review

Introduction

The COVID-19 epidemic has initiated the most profound global disaster and greatest challenge that mankind has faced since the conclusion of World War II. The pandemic has impacted every region of the globe in an unprecedented manner. For example, the COVID-19 pandemic has exceeded the intensity of the Spanish flu, resulting in more than 1.8 million deaths and 85 million cases as of 31 December 2020 (Hall et al., 2020; World Health Organisation, 2020). The tourism sector has experienced a substantial decline as a result of the worldwide travel limitations enforced during the pandemic. The World Travel and Tourism Council reported a 72% decline in international travellers during the first half of 2020 (Gössling et al., 2020). Nevertheless, the tourism industry has demonstrated more resilience in response to different crisis (Hall, 2010). Small and medium-sized enterprises play a vital role in national growth, which is why the tourism sector heavily depends on them (Martínez-Román et al., 2015; Motta & Sharma, 2020). A significant proportion of small and

medium- sized tourism enterprises have experienced a sharp decline in their revenue due to the COVID-19 pandemic (Lu et al., 2020).

This is highly relevant due to the heightened vulnerability of small and medium- sized enterprises (SMEs) to prolonged COVID-19 lockdown measures. These SMEs account for around 75% of all job sectors that are indirectly affected, as stated by the Organisation for Economic Cooperation and Development (OECD) in 2020. With the assistance of resilience planning, it is indeed feasible to restore the capabilities of small and medium-sized tourism enterprises (SMEs) following a catastrophe (Orchiston, 2013). Examining historical frameworks for managing tourism crisis and catastrophes demonstrates that many of these models have several flaws, despite the demonstrated effectiveness of resilience techniques in planning for and recovering from industry crisis and disasters (Lew, 2014). To effectively prepare for resilience in tourist contexts, it is crucial to identify resilience related policies and programmes from several perspectives, including institutional, social, cultural, political, and economic (Bhati et al., 2016). However, the predominant body of research has primarily concentrated on resilience solely from an economic standpoint (Lew, 2014).

Deciding on methods to overcome severe crisis becomes increasingly challenging due to the emergence of intricate and unpredictable circumstances (Kramer, 2016). In addition to the chaotic nature of crisis, there are several factors that significantly increase the uncertainty of decision-making in critical situations. These factors include insufficient knowledge and delayed availability of essential information (Ritchie, 2008; Ritchie & Jiang, 2019; Williams & Baláž, 2015), the enigmatic nature of the crisis's development (Zenker & Kock, 2020), and the impact of policies and events in related domains (Ritchie, 2008). In times of crisis, the lack of time and the urgency of decisions render the decision-making and policy-making frameworks that are useful in normal settings inadequate (Faulkner, 2001; Ritchie, 2004; Bhati et al, 2016; Ritchie & Jiang, 2019; Williams & Balás, 2015).

Amid this long and unpredictable crisis, it is worth exploring how some companies can sustainably maintain their business. The focus of this study is small and medium- sized enterprises, as they are particularly susceptible to this unexpected threat due to the limitations in financial and human resources. Prior to taking any action, it is essential to determine the extent of the problem and its possible impact on the tourism sector. Furthermore, the duration of the crisis must be taken into account, as different strategies may be necessary to effectively tackle crisis of varying lengths. The part is concluded with the implementation of policy (Blake & Sinclair, 2003). An analysis of the strategies adopted by multiple countries to strengthen their businesses in response to the COVID-19 epidemic reveals a notable diversity and comprehensiveness of methods. Conversely, the tourism industry encounters distinct challenges in every region. Tourism policymakers from different countries must develop and implement their own policies based on the distinct possibilities, risks, capacities, and resources available to them. Frameworks for identifying the most effective and resilient supportive policies are crucial for policymakers, academics, and practitioners in these contexts (Lew, 2014).

This research aims to develop a systematic literature review for assessing the resilience of communities to crisis based on existing literature. In order to achieve this aim, two research objectives were underlined: I- What are the influential criteria and factors on community resilience to crisis? Besides, II- According to the recent crisis condition to study what resilience approaches/methods are used by communities in managing tourism-based SMEs during the Covid-19 pandemic period. We have tried to identify the capacities and capital that may affect resilience to answer these questions based on a systematic review of the literature published on this topic.

Literature Review

1. Tourism Resilience as an Analytical Tool

The term resilience was initially employed in ecological contexts to describe systems' capacity to withstand change and disruption while preserving population or state variable linkages (Holling, 1973, p. 14). According to Walker et al. (2004, p. 3), resilience is "the capacity of a system to absorb disturbance and reorganize while undergoing change so as to still retain essentially the same function, structure, identity and feedbacks in other words, stay in the same basin of attraction." This is one of several formal definitions of resilience. Over time,

diverse fields including psychology, ecology, and economics have embraced the idea of resilience and begun to apply it to a wide range of things, including people, ecosystems, and urban systems (Hall et al., 2017).

Crisis and catastrophes are becoming more common in the tourism business, which highlights the need to strengthen it (Prayag, 2018; Sobaih et al., 2021). Some recent studies (Fang et al., 2020; Gretzel & Scarpino-Johns, 2018; Jiang et al., 2019; Paraskevas & Quek, 2019; Sobaih et al., 2021) have focused on resilience strategies that can help tourist destinations endure crisis and slow-onset changes. Any region whose economy is dependent on tourism strives to be robust. Considering the susceptibility of popular tourist spots to disasters, it is crucial to study how the tourism industry bounces back after setbacks, paying special attention to the resilience of small tourism firms in developing nations. Resilience is a key component of organizational effectiveness, as Dauphiné and Provitolo (2007) emphasize its importance as a tool for strategic support. Even among tourism scholars, resilience has been largely neglected in recent years (Hamzah & Hampton, 2013).

Concepts like "Turbulence Studies" (Faulkner, 2001), "Complex Adaptive Tourism" (Farrell & Twining Ward, 2004), and "Engineering Resilience" (McManus et al., 2007) have been considered in relation to this idea's potential use in the tourist sector (Lew, 2014). A review of the literature reveals that resilience training has frequently helped the tourist sector bounce back from disasters (Ranasinghe et al., 2021). The management of past crisis and disasters has also received attention, including the Asian economic crisis in the late 1990s, the SARS epidemic in 2002–2003, the 2004 Indian Ocean tsunami, the earthquake dangers in the Southern Alps of New Zealand, and the crisis in Southeast Asia (Lew, 2014). The tourism industry and its subsidiaries are adapting to unpredictable environmental conditions and crisis like COVID-19. A resilience-based approach can shed light on effective response mechanisms and these adaptations (Bhaskara & Filimonau, 2021; Ranasinghe et al., 2021; Sharma et al., 2021; Sobaih et al., 2021). While many studies have looked at tourist resilience within the framework of disaster management, there are still several obstacles relating to the industry's complexity that make it difficult to have a good grasp on the idea of resilience in the tourism sector. Thus, additional research is required to identify and understand resilience in the tourist sector.

2. Crisis in Tourism Industry

There is currently no consensus on what constitutes a crisis or disaster, according to a survey of theoretical works on the topic of crisis management (Leta & Chan, 2021). As Prideaux (2004) put it, "any unpredictable event that causes sudden emergencies which in most cases is poorly managed" is what constitutes a crisis in the tourism sectors. Karagiannis et al. (2006) classified tourism crisis as either occurring in the absence of human action, with indirect human intervention, or with direct human intervention, based on the degree to which humans play a part in each. Factors contributing to crisis were classified as either manageable or unmanageable by Peters and Pikkemaat (2006).

Reasons for the occurrence of manageable crisis, which can be anticipated and prepared for in advance, include budget overruns, unmet customer demands, a lack of security measures, incompetent staff, and inaction in the face of change. On the flip side, certain crisis is labelled uncontrollable because of how they are, how much damage they cause, and how little organizations can do to stop them. A lot of bad things can happen to the tourism sectors when these situations happen. Many things can lead to their occurrence, including but not limited to: religious strife, terrorism, political unrest, pandemics, ecological and natural catastrophes, economic downturns, and declining incomes. Structured or strategic catastrophe or crisis management in the tourism industry has received scant attention prior to the COVID-19 pandemic. The crisis management framework, however, has attracted the attention of numerous tourism scholars since the pandemic (Zhong et al., 2021) and is a hot subject among tourism-related organisations (Wut et al., 2021).

3. SMEs' Resilience in Time of Crisis

Small and medium-sized enterprises (SMEs) in the tourism industry have had less focus in comparison to larger companies' disaster preparedness and resilience efforts (Mandal & Saravanan, 2019). Particularly in developing tourist hotspots, little is known about how SMEs keep running during and after a disaster. Financial difficulties (Rastegar et al., 2021) and stress on the mental health and wellbeing of owners and operators (Lindsay-Smith et al., 2022) make small and medium-sized tourism sectors even more susceptible during crisis (Rastegar et al., 2021; Seyfi et al., 2021). Prior research on tourism resilience has mostly concentrated on two

levels: the macro level, which includes the tourism system, destinations, and communities, and the meso level, which includes organizations (Amore et al., 2017; Hall et al., 2017; Saarinen & Gill, 2018). Yet, studies examining resilience at the micro level, which includes SMEs, are insufficient.

Existing resilience frameworks in the tourism industry are frequently general and fail to sufficiently meet the unique requirements of small and medium-sized enterprises (SMEs) in the industry, according to a recent assessment of their resilience (Badoc-Gonzales et al., 2022). Similarly, with regards to the COVID-19 pandemic, the majority of the existing literature has concentrated on how the pandemic has affected the resilience of the tourism industry, with the main objective of offering remedies for when the crisis has passed. A 'one size fits all' method of studying resilience and handling the effects of crisis does not work, according to the research (Prayag, 2018). The reason behind this is that resilience may be measured on multiple dimensions, and efforts to improve resilience at both destinations and SMEs can be greatly impacted by outside forces (Hall et al., 2017). There has not been enough study into what makes SMEs resilient enough to keep running during a crisis. In addition, most research that has looked at how COVID-19 affected tourism have used a cross-sectional approach, which limits our ability to comprehend the full scope of the problem, how resilient people are, and how things evolve over time. The short-term negative impacts mostly examined in the current expanding literature in tourism may not be representative of the long-term consequences of COVID-19, which is why additional research is necessary to understand these effects.

In order to recover and thrive sustainably, must understand how SMEs make sure they can withstand crisis like the COVID-19 pandemic. Because they make up such a large percentage of the tourism industry up to 80% in poor nations alone (UNWTO, 2020). SMEs are especially susceptible to and impacted by crisis. The success of SMEs has a direct impact on the total economic development of emerging nations. SMEs are considered as crucial engines of economic growth in these nations. Several studies in the field of tourism have focused on the relationship between resilience and the tourism industry (Amore et al, 2017; Hall et al., 2017; Hall et al., 2023; Prayag, 2018). According to Saarinen and Gill (2018), sustainable development is a common lens through which resilience is seen in the tourism industry. What this term alludes to is the ability of tourism spots to deal with and bounce back from problems like natural catastrophes (Badoc-Gonzales et al., 2022). When it comes to creating jobs and generating income, SMEs in developing nations are crucial. In both developed and developing nations, SMEs provide a large amount of private sector economic activity and jobs, which is a major factor in the expansion of the tourism industry (OECD, 2019; UNWTO, 2020).

Methodology

As shown in Figure 1, this systematic review adheres to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) method, which consists of four processes: identification, screening, eligibility, and inclusion. PRISMA has been widely used by researchers due to its comprehensiveness and adaptability to other studies. As a result, the following is the goal of this study and the process of the systematic.

1. Identification

The first step in the systematic review covers the identification process as reported in the PRISMA guidelines. Two databases were chosen, which are considered very suitable to undertake this study aim. Databases such as Web of Science (WoS), and Scopus. Words related to resilience and also crisis in small and medium tourism have been included in the identification of journals. The strings used in each database are highlighted as per in Table 1. Following this first step, 518 papers were successfully identified and retrieved from both databases.

Table 1. The search string based on resilience on tourism and crisis

Database	Search String
Scopus	TITLE-ABS-KEY (“resilience *” OR “crisis in SME tourism” OR “resilience towards crisis*”)
Web of Science	TS = (“resilience *” OR “crisis” OR “crisis in SME tourism *”) AND (“SME *” OR “tourism*”)

2. Screening

The screening procedure starts when the articles are identified; the first stage is to remove duplicate articles that appear in multiple databases. After the initial screening, 169 duplicate articles were eliminated, leaving 266 articles that could go to the second round of screening. We hypothesized that these 266 papers would address crisis resilience in the small and medium tourism-based industry after reviewing their titles, abstracts, and keywords. The steps in the PRISMA guideline were applied and the result is presented in Figure 1 below.

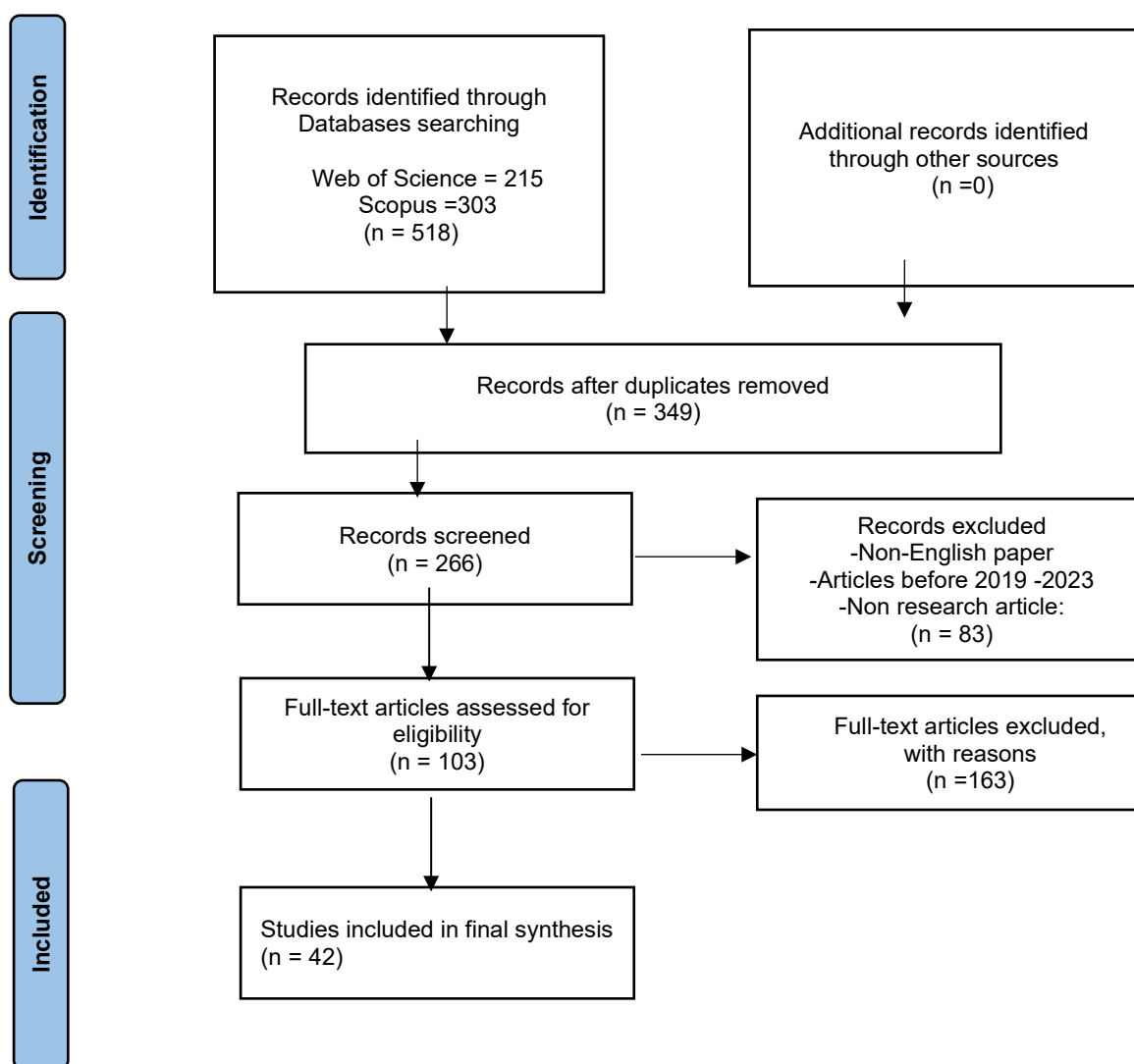


Figure 1. PRISMA method
Source: Liberati et al. (2009)

3. Eligibility Criteria

In the third step, the eligibility criteria including articles’ titles, abstracts, and key content were thoroughly reviewed to ensure that the studies fulfilled the research aim of the current study. Table 2 shows the inclusion and exclusion criteria that were used to screen the remaining 103 articles after 83 publications excluded because they weren't pertinent to the study's objectives. The inclusion criteria for selection were academic journal articles written in the English language from the last decade (2018-2023). To ensure uniformity of source, all systematic reviews, reviews, meta-analyses, meta-synthesis, book series, books, chapters, and conference proceedings are excluded. Finally, only research articles were selected.

Table 2. The selection criterion

Criterion	Inclusion	Exclusion
Timeline	Studies conducted between the year of 2018 to 2023	Studies conducted before the year of 2012
Literature type	Articles derived from journal only	Conference proceedings, review article, book chapters
Language	Text is only written in English Language	Text is not written in English but were in other languages
Subject Area	Related to resilience towards crisis in small and medium tourism based sector	Not related to resilience towards crisis in small and medium tourism based sector

After this step, a total of 103 articles remained. However, 61 articles were omitted as they were irrelevant to the topic of interest. Upon final screening, a total of 42 studies were chosen for the final review.

4. Data Abstraction and Analysis

In this study, thematic analysis was utilized in order to generate the themes and subthemes. According to Braun and Clarke (2006), thematic analysis is used to identify the themes and sub-themes based on efforts related to noticing patterns and themes, clustering, counting, and noticing the similarities and relationships that exist within the abstracted data. Any similar or related abstracted data were pooled in a group. In this study, after a thorough analysis, a total of six themes were developed (a) social support, (b) technology innovation, (c) government support, (d) diversification of economic activities, (e) personal resources and (f) leadership and communication.

Findings

1. Spatial and Temporal Analysis of Selected Articles

This study analysed a total of 42 articles after a meticulous and neat method of selection. Based on Figure 2a, the country with the highest number of articles was United State of America with 4 articles followed by China, Bangladesh, India and Africa with 3 articles. On top of that, German, Turkey, Egypt, Colombia, Australia, Vietnam, Hong Kong and Indonesia consist of 2 articles and 1 paper each was selected from the rest of countries shown as below maps.

According to the analysis of the article, a total of 42 articles were separated starting from the year 2019 until 2023. It is clearly seen most articles published were from year 2022 and 2023 which the data was only collected until May 2023 with a total of 14 articles, followed by 2021 with 10 articles, 2020 with 3 articles and 2019 with one article. The trendline shows a significant increment in this area of study, especially between 2022 and 2023, and this may show the rise of interest in the subject from researchers due to the recent pandemic that happened which has been observed as one of the largest crisis in the world and the significance of the issue to be tackled.

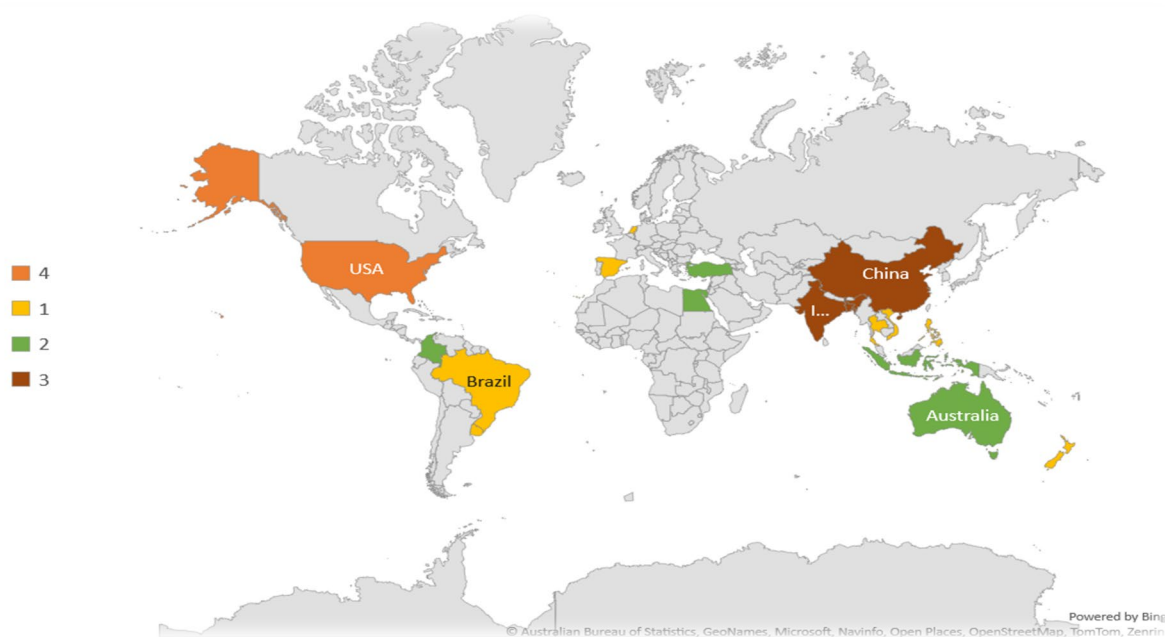


Figure 2a. Spatial distribution of selected articles

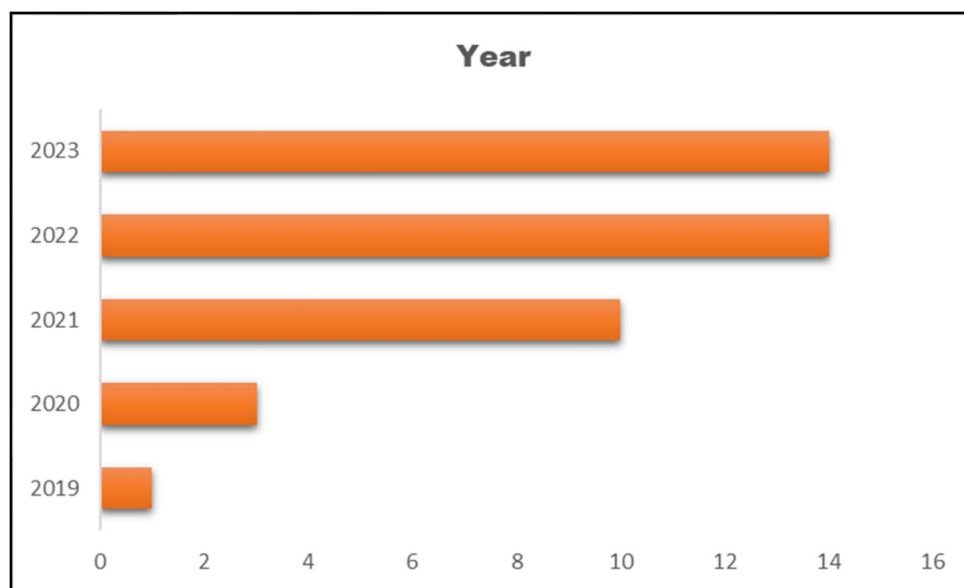


Figure 2b. The temporal distribution of selected articles

2. Resilience Towards Crisis in Small and Medium Tourism-Based Sector-Thematic Analysis

A total of 6 themes of the resilience towards crisis in small and medium tourism were extracted from all of the 42 articles: (a) social support, (b) technology innovation, (c) government support, (d) diversification of economic activities, (e) personal resources and (f) leadership and communication. According to Figure 3 below, social support has marked the most discussed theme with 35% (39 articles) besides leadership & communication cooperatively with personal resources marked as the lowest discussed theme with 8% (9 articles) each.

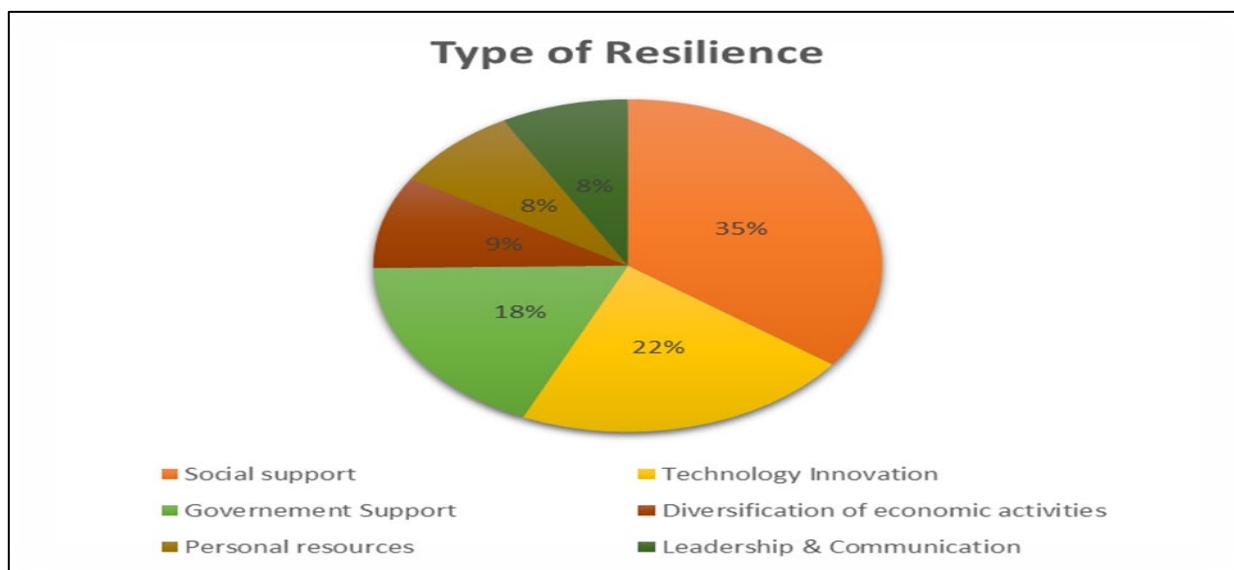


Figure 3. Resilience Towards Crisis in Small and Medium Tourism-Based Sector

Social Support

During the ongoing pandemic, local communities have emerged as key players in transforming the tourism industry (Doan et al., 2022). The study also highlights the significance of building social capital at the organizational level, as it serves as a crucial resource for the survival of small businesses during prolonged unsettling events. Moreover, the research emphasizes the necessity of entrepreneurial alertness in navigating the evolving crisis. By adopting an adaptive approach to coexist with COVID-19, the local tourism system strives to mitigate the impact on the most vulnerable sectors and explore alternative strategies for a more resilient recovery.

In order to effectively address the challenges posed by the crisis, it is imperative for all local tourism enterprises to collaborate and strengthen their organizational resilience. This is crucial for the revival of the tourism system, as most businesses within the tourism sector are interconnected and reliant on each other (Huynh et al., 2021). Social capital refers to the resources and benefits that individuals and groups can access through their social networks. In the context of cooperation and collective action, groups with strong stocks of social capital are better equipped to effectively engage in such activities compared to those lacking social capital. While this definition of social capital may be narrower than the one commonly used in the field of tourism, it does acknowledge the significance of networks, trust, and reciprocity in the development, maintenance, and utilization of social capital.

In summary, the existence of social capital enables groups to enhance cooperation and engage in collective action more effectively. Trust serves as a cornerstone for social capital, and its cultivation involves various factors that encourage positive interactions, uphold reciprocal relationships, and promote respect and listening among all involved parties. These ideas have been consistently supported by research conducted by various scholars in the field. Trust is universally recognized as a fundamental requirement for social capital, and there is widespread agreement on the factors that contribute to trust in relationships and networks. These factors encompass various aspects, including frequent positive interactions, meeting obligations consistently, upholding reciprocity, recognizing mutual interdependence, and demonstrating a willingness to listen to and respect all parties involved. Multiple studies conducted by Bachman and Inkpen (2011), Fisher (2013), Leahy and Anderson (2013), and Sharp et al., (2012) have all supported these notions.

Technology Innovation

The tourism industry has greatly benefited from the use of technology, as it provides flexibility and adaptability (Hall et al, 2020). The ongoing crisis, such as the COVID-19 pandemic, has accelerated the adoption of technological advancements. Examples of technology in action include the use of robots to replace human workers, mobile applications that track people's contacts, and the utilization of Big Data analytics to predict the spread of COVID-19 among the population. These technological innovations, such as robotics,

automation, and artificial intelligence, not only reduce costs and improve liquidity but also enhance flexibility. Additionally, technology enables social distancing measures to be maintained by facilitating connections between people without physical contact (Assaf & Scuderi, 2020; Thomas & Chopra, 2020). Consequently, technology can address specific challenges related to the pandemic, such as screening travellers, identifying COVID-19 cases, contact tracing, and supporting small and medium-sized enterprise owners by enabling online product delivery.

In order to stay ahead in the digital landscape, Tourism-based Small and Medium Enterprises (TSMEs) must also prioritize discovering, developing, and gaining knowledge about the latest digital trends and technologies. This continuous learning process will enable them to adapt and evolve their digital capabilities. By creating new digital capabilities, TSMEs will be able to enhance their overall competitiveness in the market. In order to achieve their business goals and stay competitive, it is crucial for TSMEs to implement the correct digitalization strategy. This strategy not only helps develop their products and services but also allows them to leverage cultural diversity, plurality, and social motivation to gain a competitive advantage. During the digital transformation process, it is essential for TSMEs to thoroughly test their digital infrastructure to ensure its effectiveness. Additionally, launching a superior digital business centre is vital for TSMEs to effectively integrate digital technologies into their operations. This centralized hub will serve as a hub for digital initiatives and facilitate communication and collaboration between different departments. Furthermore, formulating a comprehensive digital strategy is crucial to outlining the goals and objectives of the digital transformation process.

Government Support

The tourism industry is facing a significant threat to its survival unless it continues to receive support from the government. While governments have already taken steps to minimize the negative impact on tourism, prevent job losses, and facilitate recovery in the coming years, there is still more that needs to be done in a cohesive manner. Some important areas that require attention include rebuilding traveller confidence, assisting tourism businesses in adapting and staying afloat, promoting domestic tourism, and facilitating the safe return of international tourism. Additionally, it is crucial to continually adjust response measures to maintain the sector's capacity and address any gaps in support. Furthermore, efforts should be made to build a more resilient and sustainable tourism industry. Although it is necessary to implement flexible policies that allow the tourism economy to coexist with the ongoing pandemic situation in the short to medium term, it is equally important to look beyond the immediate crisis and utilize this experience to improve government and industry preparedness and response capabilities. Ultimately, coordinated action among governments and the private sector is vital for the industry's survival and recovery (OECD, 2020).

Government stimulus packages and interventions play a crucial role in enhancing the efficiency and performance of various industries. A prominent example highlighting the significance of such support is TUI, the renowned multinational tourism organization. This global giant has recently unveiled its strategic plans to curtail expenses across its operations on a global scale, thanks to the collaborative efforts of the United Kingdom and German governments (Higgins-Desbiolles, 2020). This exemplifies the profound impact that government initiatives can have on bolstering productivity within industries. The government's involvement in the economy of tourism has become increasingly significant in recent years. Unlike previous crisis, which sparked interest in research and institutions without directly affecting tourism policies, the COVID-19 pandemic has led to a heightened focus on government intervention within the tourism industry throughout the COVID-19 crisis; there has been extensive government intervention in the functioning and management of the tourism industry (Higgins-Desbiolles, 2020).

Diversification of Economic

Transformations like restarting, reorganizing, and assimilating the tourism industry according to the latest standards and rules are required to revive the industry (Lew et al, 2020). After the pandemic, the global economic and political systems will encompass changing patterns concerning climate change mitigation, sustainable tourism, local communities, and society's well-being. Diversification of the economy plays a crucial role in enhancing resilience towards crisis. It refers to the strategy of broadening and expanding the

economic base of a region or country by developing multiple sectors and industries instead of relying heavily on a single sector. By diversifying the economy, a region or country reduces its dependence on a single sector or industry. This reduces vulnerability to shocks and disruptions that may affect a particular sector (Pal et al, 2014; Duchek, 2020). When one sector experiences a crisis, other sectors can provide stability and alleviate the negative impacts.

Diversification spreads economic risks across different sectors. If a crisis affects one sector, the impact on the overall economy is cushioned because other sectors can continue to operate. This helps in maintaining stability, preserving jobs, and sustaining economic activity. A diversified economy is generally more stable and less susceptible to extreme fluctuations. When one sector faces a downturn, other sectors can help to offset the negative impact and maintain overall economic stability. This resilience helps in faster recovery from crisis. Diversification encourages innovation and adaptability in the economy. When different sectors coexist, there is a greater exchange of ideas, technologies, and knowledge (Saunders et al, 2014). This enables economies to respond better to changing market conditions and embrace new opportunities, enhancing resilience during crisis. It also strengthens the overall resilience of the economy. A diverse set of industries provides a buffer against external shocks, such as fluctuations in commodity prices, trade disruptions, or natural disasters. This resilience helps in maintaining economic growth and minimizes the severity of downturns. Furthermore, diversification also helps in promotes long-term economic sustainability by reducing dependence on specific resources or industries with limited growth potential. It encourages the development of new sectors with the potential for sustained growth, creating a more resilient and dynamic economy (Noorshella Che et al, 2019; Ceylan et al, 2021)

Personal Resources

Leadership in resilience during times of crisis involves individuals or groups taking charge and motivating others. It encompasses being proactive in handling and lessening the effects of a crisis, fostering a feeling of unity and determination, and guiding the organization or community towards rebounding and progress. According to Hinson and Slade (2011), leadership is crucial in resilience because it serves multiple important functions. Successful leaders offer a clear vision of the desired result and establish a sense of guidance for navigating through the crisis. They effectively communicate goals and objectives, making sure everyone comprehends the purpose and the way forward.

During times of crisis, leaders are faced with the challenging task of making tough decisions promptly and decisively. In order to do so, they engage in a process of gathering relevant information, evaluating potential risks and opportunities, and ultimately selecting the most appropriate course of action. It is crucial for leaders to strike a delicate balance between addressing immediate needs and considering long-term objectives, all while prioritizing the well-being of all individuals involved (Speelman et al, 2014). Resilient leaders possess the ability to adapt and adjust their strategies and plans as the crisis unfolds. They demonstrate flexibility by remaining open-minded towards new ideas and perspectives, and actively seeking feedback from a diverse range of sources. This willingness to incorporate alternative viewpoints allows leaders to pivot and change direction when necessary (Mzid et al., 2019; Sorenson, 2011).

In addition to their decision-making skills, effective leaders recognize the importance of maintaining clear and open lines of communication with stakeholders. They understand that timely and accurate information is crucial in keeping everyone informed and engaged. Furthermore, these leaders provide reassurance and actively listen to the concerns and feedback expressed by those affected by the crisis (Mzid et al, 2019; Sorenson, 2011). Transparent communication is vital in establishing trust and promoting collaboration among individuals and teams. During times of crisis, effective leaders display empathy towards the challenges faced by their subordinates and provide them with the necessary support, resources, and encouragement, creating a culture that prioritizes their well-being. It is essential for leaders to acknowledge and appreciate the efforts put forth by their team members as this plays a significant role in maintaining their morale. By fostering a collaborative environment, resilient leaders facilitate teamwork and cooperation, bringing people together and utilizing their unique strengths and skills to overcome obstacles and devise innovative solutions. The ability to collaborate effectively contributes to the development of collective resilience. Moreover, crises present valuable opportunities for learning and growth. Resilient leaders

encourage reflection and analysis, fostering a culture of continuous improvement within their teams. They identify and extract important lessons from these experiences, sharing their knowledge and implementing changes to enhance future preparedness and resilience. In summary, leadership in the face of crisis involves guiding others through adversity, promoting a positive and proactive mind set, and creating an environment that nurtures collective resilience.

Discussion

From this review the studies provides valuable insights into how companies can bounce back from crisis and build resilience. It also sheds light on the importance of adaptive skills in achieving sustainable transformation. The ongoing COVID-19 pandemic and other global emergencies have brought about a heightened understanding and awareness of the need for effective recovery strategies. As a result, businesses are being compelled to develop new models that can withstand such challenges and ensure their survival in the long run. This shift towards more sustainable practices and structures within sectors is crucial for their future success.

The tourism industry is required to exhibit resilience in order to withstand various crisis, as this crisis can have severe negative consequences for businesses. They can erode trust among customers, diminish the value of companies, jeopardize business objectives, place immense pressure on management by allowing limited time for response, and potentially even lead to business failure (Hermann, 1963; Penrose, 2000; Lerbinger, 2012). Previous research suggests that small enterprises may be more susceptible to crisis events due to their lower levels of preparedness, resource limitations, relatively weaker market positions, and higher reliance on government and local agencies (Runyan, 2006; Herbane, 2013; Hong & Jeong, 2006). TSMES usually suffer from financial loss, reduced sales volume, incapability of meeting contract terms, cash flow difficulty, reduction in staff number, and even close down of the business during or after crisis events. Crisis events may also bring emotional and psychological stress to victims and the managers of TSMES (Leung et al, 2005; Doern, 2016; Ferris et al, 2007).

The findings from the systematic review of the articles indicated some key insights as per follows: Out of 42 papers 13 papers used the interview as their main data method to analyse resilience towards the crisis in small and medium tourism-based sectors, as it has assisted the researchers to understand in-depth on the approaches that have been taken by the SME's owners to stay resilience, adapt, withstand and recover from a crisis. The tourism industry is often vulnerable to various shocks such as natural disasters, economic downturns, political instability, pandemics, or global events. The study towards crisis resilience shows a spike especially in the year 2022 to 2023, this happened due to the recent health crisis that had given the greatest shock to the entire world, which is the pandemic COVID-19, and the interest is still rising to observe the post-pandemic session. In terms of spatial distribution, most of the papers were from United Stated and followed by China, Bangladesh, India and Africa.

It is seen that social capital has played a crucial part as the resource for the survival of small companies during a disruptive event of long duration. Social capital refers to the relationships, networks, trust, and social norms that exist within a community or among stakeholders (Putnam, 1995). It promotes collaboration and cooperation among different stakeholders in the tourism sector. By establishing strong relationships and networks, small and medium tourism businesses can work together with local communities, government agencies, industry associations, and other relevant entities to address challenges collectively. Collaboration enables sharing of resources, knowledge, and best practices, leading to more effective crisis response and recovery efforts. Social capital enables collective problem-solving during crisis. When small and medium tourism businesses have strong social networks and relationships, they can collectively identify challenges, share knowledge, and develop innovative solutions. Collaborative problem-solving helps businesses adapt to changing circumstances, find alternative revenue streams, and develop strategies for recovery. By working together, businesses can pool resources, leverage expertise, and implement joint initiatives that benefit the entire sector.

Maintaining effective communication channels with customers is crucial during crisis. Small and medium tourism enterprise can engage with their customers through various means such as social media, newsletters, and personalized communications. Providing accurate and timely information about safety measures, travel updates, and refund policies helps build trust and confidence (Buhalis & Licata,

2002). Additionally, actively listening to customer feedback and addressing concerns contributes to customer loyalty and satisfaction. Being flexible and adaptable to changing circumstances is key to resilience. TSME tourism businesses should be prepared to adjust their operations, services, and marketing strategies to cater to evolving customer needs and preferences. For example, during a crisis, businesses can consider modifying opening hours, offering flexible cancellation policies, or developing new health and safety protocols. The ability to adapt quickly helps businesses remain relevant and responsive during challenging times (Wang & Xiang, 2012).

SME's businesses can enhance their resilience by diversifying their offerings. This involves expanding the range of products and services to attract a broader customer base. For example, a hotel can offer additional services like wellness programs, adventure tourism, or culinary experiences (Van Der Meer, 2012; Jiang, 2019). Diversification reduces dependence on a single segment of the market, making businesses more adaptable to changing circumstances. Embracing sustainable tourism practices and responsible destination management fosters resilience in the long term. By preserving natural and cultural resources, ease environmental impacts, and engaging with local communities, SME tourism businesses can enhance their reputation and attract environmentally conscious travellers. Sustainable practices also contribute to the overall resilience of the destination, making it more attractive and resilient in the face of crisis.

The government offered loans, employee training, and marketing support when businesses were mostly idle during the pandemic (Yeh, 2021). Businesses have also supported each other by referring their guests to another accommodation when their rooms are full, thus helping each other stay afloat during a crisis (Hasan et al., 2021). Moreover, having a strong employee-employer relationship is an advantage during the crisis. All participants value their few employees because they help keep the business operating during crisis such as the pandemic. Businesses have already invested in training their staff to be capable of handling multiple tasks building resilience in the small and medium tourism-based sector requires a combination of proactive measures, adaptability, collaboration, and strategic planning. By implementing these strategies, businesses can better withstand crisis, recover more quickly, and position themselves for long-term success (Rahman et al., 2021).

Furthermore, communication and information sharing are essential components of coordination and response during a crisis. Technology enables individuals and organizations to remain connected, exchange essential information, and rapidly disseminate updates through a variety of communication channels, including cellular telephones, social media platforms, instant messaging services, and internet platforms. Kramer (2007) states that, above all, technology has the capacity to increase efficiency, boost productivity among employees, and enhance access to services, goods, information and, most importantly, new markets. Thus, demand for the benefits presented by technology is high. Therefore, if the tools or complements are right, including skills, support systems, functional markets, supportive policy frameworks, and connectivity, the correspondence among different technologies will be high (Kramer, 2007). The findings from these research projects will serve as vital learning and guides for small and medium tourism based sectors.

Conclusion

The small and medium tourism-based sector faces various challenges and crisis. However, these businesses can exhibit resilience and overcome crisis by implementing certain strategies and adopting proactive measures. One key aspect of building resilience in the small and medium tourism-based sector is diversification. Businesses should not solely rely on a single source of revenue or a specific market segment. By diversifying their offerings, target markets, and distribution channels, these businesses can better withstand the impact of crisis. For example, they can explore niche markets, develop new products or services, or collaborate with other businesses to create unique experiences.

Furthermore, fostering strong partnerships and networks is crucial for resilience. Small and medium enterprises (SMEs) in the tourism sector can benefit from collaboration with other businesses, industry associations, and government agencies. These partnerships can provide access to resources, expertise, and support during times of crisis. Additionally, they can help SMEs share knowledge, and best practices, and collectively advocate for policies that support the sector's resilience. Adopting technology and innovation is another important element in building resilience. Embracing digital tools and platforms can enhance

operational efficiency, streamline processes, and facilitate better communication with customers. Technology can also enable businesses to adapt quickly to changing circumstances. By embracing innovation, SMEs can stay ahead of the curve and remain competitive, even in challenging times.

Effective crisis management and contingency planning are crucial for resilience in the tourism-based sector. Businesses should develop robust risk assessment frameworks and emergency response plans to minimize the impact of crisis. This includes having clear communication channels, alternative supply chains, and financial contingency plans in place. Training staff on crisis management protocols and ensuring regular drills and simulations can also improve preparedness. Moreover, maintaining a strong focus on customer satisfaction and relationship management is vital.

Lastly, government support and policies play a crucial role in building resilience in the small and medium tourism-based sectors. Governments can provide financial assistance, tax incentives, and regulatory flexibility to support SMEs during crisis. They can also invest in infrastructure development, marketing campaigns, and training programs that benefit the tourism sector as a whole. In conclusion, resilience in the small and medium tourism-based sector requires a multifaceted approach. By diversifying their offerings, fostering partnerships, embracing technology and innovation, implementing effective crisis management strategies, prioritizing customer satisfaction, and receiving government support, businesses in this sector can navigate through crises and emerge stronger. Building resilience is an ongoing process that requires continuous adaptation, monitoring of trends, and proactive planning to ensure long-term sustainability and success.

This review is not without limitations. For reliability measures, we included only peer-reviewed articles from two established databases, Scopus and Web of Science. As a result, it is plausible that research published in alternative databases was overlooked in this study. Additionally, considering the interdisciplinary aspect of the topic, it could be explored across various interconnected fields or subjects. However, because of the criteria for subject inclusion that we implemented during the search process, certain pertinent studies may have been missed. Ultimately, various forms of literature beyond just journal articles may be abundant and warrant exploration in future studies to gain a comprehensive understanding of this phenomenon.

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