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# **CRISIS RESPONSE STRATEGIES AND ORGANISATIONAL RESILIENCE: EMPIRICAL EVIDENCE FROM HOSPITALITY AND TOURISM ORGANISATIONS IN NAIROBI CITY COUNTY, KENYA**

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## **ABSTRACT**

**Purpose of the study:** This study examined the crisis response strategies employed by hospitality and tourism organisations in Nairobi City County and their impact on organisational resilience.

**Methodology:** The study employed an explanatory research design, where data were collected from 284 licensed hospitality and tourism organisations through structured questionnaires, and analysed using SPSS version 30.

**Results:** Multiple linear regression Results (R-value of 0.742) show a strong relationship between the predictors (Resource Management and Emergency Response Planning) and the dependent variable (Organisational Resilience). Additionally, the effect of crisis response strategies on the four dimensions of organisational resilience (adaptive capacity, innovation practices, business continuity planning, and organisational learning) was investigated simultaneously using a generalised linear model (GLM) with Multivariate Analysis of Variance (MANOVA). All four multivariate test statistics showed a significant intercept ( $F [4, 275] = 51.541, p < .001$ ). Moreover, results of separate analysis of variance (ANOVA) tests indicated that crisis response strategies influenced all four aspects of organisational resilience.

**Recommendation:** These findings underscore the need for strategic interventions and robust crisis response strategies to enhance resilience in Kenya's tourism sector. The study offers practical insights for policymakers, managers, and development practitioners seeking to build a resilient and sustainable tourism industry.

**Keywords:** *Crisis Response, Organisational Resilience, Tourism, Hospitality, Nairobi City County.*

## INTRODUCTION

Tourism is an important pillar of Kenya's economy, accounting for 10.4% of GDP, 5.5% of formal employment, and contributing 4.2% to National Gross Fixed Capital Formation (GoK, 2024). Despite being one of the world's major industries and a key component of economic and social development in many countries, tourism remains a highly vulnerable sector to internal and external crises (Yaşar et al., 2024). In the past, Kenya's tourism industry has experienced crises that have had notable effects on the tourism industry (Njoya et al., 2022). In the Kenyan economy, the COVID-19 pandemic had the most severe impact on the country's tourism industry compared to past crises, causing a 0.4% economic contraction in early 2020 and 83.3% in the second quarter. Tourist arrivals fell by 78.4%, with earnings dropping 99.7% from KES 163.6 billion in 2019 to KES 0.5 billion in 2020 (World Bank, 2020a).

Despite the recovery from the COVID-19 pandemic highlighted the need for transformative change and resilient frameworks to help the tourism sector manage risks and adapt in times of uncertainty (Omowole et al., 2024). Although the tourism industry has developed resiliency to disasters and crises in the past, there is a need to understand and enhance resilience, as it is critical for effective planning towards mitigating the changes in the system (Rahman et al., 2021). Kenya's tourism policy documents highlight the country's exposure to both natural and human-made hazards. The government emphasises the need to integrate disaster risk reduction into development processes to strengthen resilience. The Tourism Strategy (2021–2025) identifies weak crisis reputation management as a challenge in the tourism industry. Against this background, the study aims to investigate how crisis response strategies contribute to building the resilience of tourism organisations in Nairobi City County, Kenya.

## STATEMENT OF THE PROBLEM

Tourism is one of the most crisis-prone sectors globally, frequently disrupted by events such as political instability, terrorism, natural disasters, and pandemics (Damiasih et al., 2025). Kenya's tourism is recognised under Vision 2030 as a key pillar, contributing significantly to its GDP, foreign exchange earnings, and employment (KNBS, 2024). Despite its strategic importance, the sector has repeatedly faced crises, including terrorist attacks, political unrest, economic fluctuations, and pandemics like COVID-19 (Muragu et al., 2021). These disruptions have led to reduced demand, jobs and revenue losses for many businesses across the tourism value chain, including tour operators, travel agents, hotels, and restaurants (World Bank, 2020). The sector's continued exposure to crises highlights its high vulnerability and the urgent need

to strengthen resilience by implementing proactive crisis response strategies to navigate unforeseen global crises (GoK, 2025).

## **OBJECTIVE OF THE STUDY**

To examine the influence of crisis response strategies in building the resilience of tourism organisations in Nairobi City County, Kenya.

## **HYPOTHESIS OF THE STUDY**

H0 There is no significant relationship between crisis responses and organisational resilience of tourism organisations in Nairobi City County, Kenya.

## **THEORITICAL FRAMEWORK**

The study was grounded in the resilience theory and chaos theory.

### **Resilience Theory**

The resilience theory seeks to understand how various systems may manage change and develop adaptive ability in the face of disturbance (Dudney et al., 2022). As tourism organisations are frequently exposed to various crises, incorporating resilience theory into crisis management strategies will promote strategic adaptation, long-term viability, and sustainable response (Silase & Neh, 2025). The theory holds that change is essential and constant, and that organisations must prepare for and adapt to unanticipated changes. This theory has continuously attracted attention among tourism researchers as an approach to understand how the industry could respond effectively to change, systemic shocks, and crises (Rahman et al., 2021). It offers a comprehensive framework through which crisis management strategies can be understood and utilised to build organisational resilience (Kokkranikal et al., 2024). This is because resilience is crucial in the complex tourism system, especially during the response phase and adaptation to the effects of crises at the destination, organisational, and individual levels (Hall & Koupaei, 2024).

### **Chaos Theory**

Chaos theory, established by Lorenz (1963), provides a useful framework for understanding how little and seemingly minor changes can rise to massive, unforeseen, and often transformative impacts within a system (Paapa & Nguthi, 2025). Crises produce chaotic situations that cause organisational changes, which can have serious implications (Kumar & Sharma, 2021). The theory recognises that tourist crises are complex and often result from the

interaction of several variables within a dynamic system (Altinay & Arici, 2021). The theory also emphasises the interconnectedness and unpredictable nature of the tourism system (Mashuri et al., 2024).

Because crises are inherently chaotic and uncertain, the theory urges managers to view disruptions not as threats, but as opportunities for innovation and growth (Karadimitriou & Panagopoulos, 2023). It also urges leaders and policymakers to give up rigid crisis responses in favour of more flexible, responsive, and collaborative approaches. By understanding tourist systems as complex organisations, then must improve their decision-making processes, generate flexible solutions, and build stronger resilience (Kumar & Sharma, 2021). By embracing chaos, businesses and destinations will respond quickly, maintain operations, and learn from crises through continual adaptation and collaboration.

## **EMPIRICAL REVIEW**

### **Crisis Response Strategies**

When a crisis occurs, it generates a high level of uncertainty for the hospitality and tourism organisations that are forced to change their operating strategies, calling for a quick response (Ritchie & Jiang, 2021). During the response stage, organisations should develop strategic plans to guide businesses to strategically respond and cope with eventual crises (Casal-Ribeiro et al., 2023). According to Marbawi et al. (2023), many destinations and businesses respond to crises only after they occur, rather than proactively planning and preparing for potential risks. Organisations adopt a variety of crisis management tactics, including establishing an emergency response team, communicating critical information, engaging staff to cope with the crisis, and activating business continuity plans to respond to the crisis (Hazaa et al., 2021).

Destinations and organisations must promptly respond to changes that present a threat to their operations and accelerate recovery (Orth & Schuld, 2021). Ritchie & Jiang (2019) advocate that future research on the issue of resilience should not only investigate the “if” and “how” destinations recover from the crisis but should also look at how they respond to create future resilience. Thus, organisations must understand the key measures to take before, during, and after crises to be able to design crisis response systems and strategies and their implementation (Kirant Yozcu & Cetin, 2019).

### **Elements of Organisational Resilience**

Organisational resilience has been conceptualised as the firm’s ability to withstand shocks while maintaining critical operations and using crises as opportunities for growth (Jiang et al.,

2021). Scholars argue that building resilience is a continuous process of aligning resources, competencies, and networks to provide flexible, innovative, and long-term responses to crises (Moșteanu, 2024). Some scholars view organisational resilience as a dynamic process centered on adaptive capacity and leadership (Ritchie & Jiang, 2021; Omowole et al., 2024). A process paradigm in which resilience develops gradually with varied elements throughout each crisis management stage, facilitating continual preparedness, learning, adaptation, and reconfiguration of resources for future crises (Jiang et al., 2021).

Whereas others see innovation, adaptive capacity, and organisational learning as long-term drivers of resilience (Filimonau and De Coteau, 2020; Fabry et al., 2019). Others suggest that formal business continuity planning forms the basis for resilience (Carty, 2021; Steen et al., 2024). This lack of agreement highlights the multidimensional nature of resilience, suggesting that it cannot be reduced to a single factor but must be understood as an interaction of dynamic elements. Additionally, a growing body of research advocates for resilience as a set of dynamic capabilities, emphasising the importance of integrating resilience into organisational culture and long-term strategy (Helgeson & Lin, 2025). To understand the critical aspects of organisational resilience, this study investigates four interconnected elements: adaptive capability, innovation practices, organisational learning, and business continuity planning.

### **Adaptive Capacity**

Adaptive capacity is the organisation's ability to anticipate and plan, change its operations, governance structures, strategies, and management systems in response to external environment changes (Prayag et al., 2023; Jiang et al., 2022). Adaptive capacity emerges during a crisis and is due to organisational culture and strong leadership, enabling organisations to dynamically respond to emergent situations (Helgeson & Lin, 2025). Tourism organisations with high adaptive ability demonstrate forward planning, scenario analysis, and proactive risk management. This allows them to predict disruptions, minimise risks, and develop contingency plans to improve resilience (Omowole et al., 2024). Moșteanu (2024) also stresses the importance of continuous monitoring and adaptation for organisational performance, as well as leadership and teamwork in crisis management.

Organisations that have resources, flexible business practices, long-term planning, and the ability to change quickly display adaptive capacity building and are more likely to be resilient post-disturbance (Nyaupane et al., 2020). Empirical studies have also shown that situational awareness, identifying potential vulnerabilities, and proactive leadership among general

managers all contribute directly to increased adaptive ability (Giousmpasoglou et al., 2021). However, arguments continue; some authors argue that adaptive capacity is essentially resource-driven, reliant on financial capital, human resources management strategies such as staff training and development, and technological infrastructure. While Idrissi & Manzani (2022) emphasise the need for organisational leaders to make clear decisions, be dedicated, open, and flexible to change, and develop organisational dynamic capability to respond to crises.

Resilient organisations can achieve their core objectives in the face of adversity by developing situational awareness, lowering exposure and vulnerability to disturbances, and improving their capability to prepare for and adjust effectively (Ritchie & Jiang, 2021). The findings of Marbawi et al. (2023) show that innovative approaches that emphasise proactive planning, adaptive management, systems thinking, and multi-stakeholder collaboration greatly contribute to adaptive capacity and resilience building in tourism businesses and destinations. The examined literature reveals that the majority of empirical studies on adaptive ability focus on Asian and Western environments, with very few studying African tourism firms. Furthermore, there is little emphasis on micro, small, and medium-sized firms, which are extremely vulnerable but underrepresented in resilience research.

### **Innovation Practices**

Innovation is widely acknowledged as a driver of resilience, enabling organisations to adapt to crises by developing new products, processes, and business models which increase growth and enhance competitiveness during instability (Broshi-Chen & Mansfeld, 2021; Shi et al., 2021). During times of uncertainty, the industry's success is dependent on innovative solutions implemented by stakeholders and the resilience demonstrated by businesses and destinations (Pappas et al., 2023). Crises affecting tourism destinations provide an opportunity for innovative transformations that lead to the development of new products and services, more efficient structures, and business models (Thees et al., 2023). For example, innovations embraced during the COVID-19 pandemic played a crucial role in allowing tourism industry operators to reach alternative markets, promote strategic packages, and produce revenue that boosted resilience (Sharma et al., 2024).

Innovative responses to evolving crises are also important for individual enterprises' social, human, and financial capital, and they shape the entrepreneurs' innovation capabilities and processes to navigate uncertainty (Zhang et al., 2022). In response to unexpected events,

innovation typically emerges to provide organisations with new opportunities to adapt their strategies to changing market conditions and increase competitiveness (Jiang et al., 2021a). Silase & Neh (2025) suggest that in order to strengthen crisis preparedness and resilience, tourist managers, emergency planners, and policymakers must employ innovative technologies and incorporate sustainability principles into recovery plans.

### **Organisational Learning**

Tourism businesses operate in uncertainties where the occurrence of devastating events endangers their survival (Orth & Schuld, 2021b). To sustain operations and adapt effectively, tourism organisations must critically examine the lessons learned from past crises and ensure they achieve adequate reflection that will facilitate the management of future incidents (Indra & Filimonau, 2021). Past crisis experiences enable tourism destinations and organisations to learn and respond more correctly to future issues (Félix et al., 2024). Organisational learning should be promoted before, during, and after a crisis to ensure organisations detect crisis signals, develop action plans, and achieve adequate reflection that will facilitate the management of future incidents (Koronis & Ponis, 2018).

Tourism organisational can learn to manage various crises through knowledge acquisition, knowledge utilisation, knowledge diffusion, and organisational memory (Stolarek-Muszyńska & Zieba, 2022). However, despite the tourism system having the ability to withstand disturbances, Prayag (2020) notes that numerous destinations are still struggling with the ability to self-organise, adapt, and learn after a disaster. To prepare and build organisational capabilities for future crises, organisational learning is paramount (Al-Janabi et al., 2023). Therefore, past experiences should encourage tourism businesses to acquire the correct combination of skills and resources to survive the repercussions of future crises (Indra & Filimonau, 2021). Tourism organisations must develop resilience in order to anticipate, deal with, and recover from increasing local and global unexpected events (Moșteanu, 2024).

### **Business Continuity**

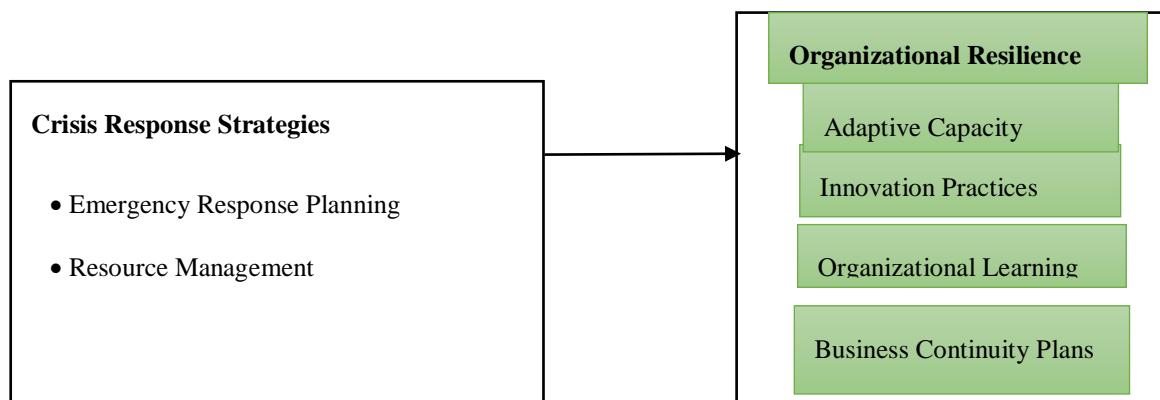
Business continuity involves identifying an organisation's inherent threats and the impacts those threats pose to its operations (Jiang et al., 2021). Business continuity ensures that an organisation's most critical functions and processes are strategically sustained, resulting in increased resilience and a stronger hospitality and tourism industry (Moșteanu, 2024). To ensure business continuity, organisations need to create plans that will help them identify potential impacts of disruptions to critical operations and put in place effective response and

recovery strategies (Steen et al., 2024). These plans assist organisations in anticipating potential interruptions to critical operations and implementing effective mitigation strategies to promote resilience and competitiveness (Steen et al., 2024).

Despite the importance of a business continuity plan, many business owners do not consider it to be a high priority. Yuliawati et al. (2021) study found that prior to the pandemic, the MSMEs ran their businesses without any emergency operational plans, but rather used business plans used to run in normal conditions. They continue to emphasise the importance of government and financial institution support for MSMEs in developing strong business continuity management plans. Therefore, organisations must instigate business continuity planning as a component of a reactive strategy for coping with a crisis caused by a particular event (Moșteanu, 2024).

## CONCEPTUAL FRAMEWORK

The conceptual framework indicates the interactions of the variables of crisis response strategies (emergency response planning and resource management) and the variables of organisational resilience (adaptive capacity, innovation practices, organisational learning and business continuity).



**Figure 1: Conceptual Framework**

## RESEARCH METHODOLOGY

To address the research purpose, an explanatory research design was used. This design was appropriate as it helped the study discover and report the relationship between crisis response strategies and organisational resilience (Olawale et al., 2023). This design also enabled the researcher to have a better understanding of the topic under study, enhancing the effectiveness of the research conclusions (Ansari et al., 2022). The study used simple random sampling to select managers and owners of the hospitality and tourism organisations in Nairobi City County. This technique allowed all elements of the population of interest to be randomly

selected, helping minimise bias (Taherdoost, 2022). The study sample size of 284 for the tourism organisations was determined using Cochran, (1977) formula. The total calculated sample size was proportionately distributed across the registered tour operators, travel agents, hotels, and restaurant establishments.

The total determined sample size of 284 was dispersed proportionally among registered tour operators, travel agents, hotels, and restaurants. Therefore, 171 respondents were tour operator managers, 55 travel agency managers, 34 hotel managers, and 24 restaurant managers in Nairobi City County. Quantitative data were collected using a structured questionnaire targeting the variables. Respondents were required to indicate their responses on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Data were collected from hospitality and tourism establishments in Nairobi City County between September 2022 and June 2023. The quantitative data collected were analysed using both descriptive and inferential statistics. A multiple linear regression, Multivariate Analysis of Variance (MANOVA), and analysis of variance (ANOVA) were used to determine the impact of crisis response tactics on organisational resilience. Before testing the hypothesis, a descriptive analysis was conducted to describe respondents' perceptions of crisis response strategies, with a particular focus on emergency response planning and resource management.

## **RESULTS AND DISCUSSIONS**

This study explored the response strategies employed by hospitality and tourism establishments in Nairobi City County and how these strategies influence organisational resilience during a crisis. Results on emergency response planning in Table 1 show a significant number of respondents affirmed the existence of written emergency response plans, with 42.9% agreeing and 26.8% strongly agreeing, resulting in a mean score of 3.81 ( $SD = 1.027$ ). This suggests that a majority recognises the value of having formalised strategies in place.

Additionally, 53.6% indicated that their organisation has a detailed emergency communication plan, yielding a mean of 3.92 ( $SD = 0.914$ ). This highlights a proactive approach to ensuring clear communication during crisis. Respondents also emphasised the development of leadership and response teams, with 55.0% agreeing that these teams are equipped to manage risks effectively, leading to a mean score of 4.10 ( $SD = 0.839$ ). Furthermore, 43.6% acknowledged the existence of a written evacuation plan, contributing to a mean of 3.87 ( $SD = 1.013$ ), which indicates a preparedness for emergency scenarios.

**Table 1: Crisis Response Strategies**

Statement	Mean	Std. Dev
<b>Emergency Response Planning</b>		
The organisation has a written emergency response plan.	3.81	1.027
The organisation has a detailed emergency communication plan to be used when a crisis occurs.	3.92	0.914
The organisation has built leadership and response teams who can proactively respond and manage risks.	4.10	0.839
The organisation has a written evacuation plan in the event of an emergency.	3.87	1.013
<b>Resource Management</b>		
The organisation has a dedicated budget expenditure for crisis management.	3.86	0.950
The organisation has a strong leadership capability to overcome crises.	4.10	0.858
The organisation utilises new information technologies to reduce operating costs during a crisis.	4.02	0.798
The organisational restructures the human resources required tasks and responsibilities during a crisis.	4.10	0.809

When it comes to resource allocation, 57.5% of participants affirmed that their organisation has a dedicated budget for crisis management, reflected in a mean score of 3.86 (SD = 0.950). This demonstrates a recognition of the financial implications of crisis management. The respondents expressed confidence in their organisation's leadership capabilities, with 53.2% agreeing and a mean of 4.10 (SD = 0.858). Moreover, 57.9% of participants agreed that their organisation utilises new information technologies to reduce operating costs during a crisis, resulting in a mean of 4.26 (SD = 0.798). Finally, 52.5% indicated that the organisation restructures the human resources required tasks and responsibilities during a crisis with a mean score of 4.10 (SD = 0.809). Overall, these findings reflect a strong belief in the effectiveness of crisis response strategies, with a substantial portion of respondents reporting agreement or strong agreement across various aspects of emergency planning and resource management. This suggests a well-rounded approach to crisis response and a commitment to enhancing organisational resilience.

### **The Impact of Crisis Response Strategies on Organisational Resilience**

A multiple linear regression was used to determine the impact of crisis response tactics on organisational resilience (Table 2).

**Table 2: Impact of Crisis Response Strategies on Organisational Resilience**

Regression Model 1	B	Std. Error	$\beta$	t	p-value
(Constant)	1.790	0.131		13.615	<.001
Emergency Response Planning	0.317	0.041	0.458	7.831	<.001
Resource Management	0.266	0.046	0.339	5.782	<.001

The results of the multiple linear regression analysis indicate a substantial relationship between the predictors, Resource Management and Emergency Response Planning and the dependent variable, Organisational Resilience. The model demonstrates an R-value of 0.742, suggesting a strong correlation. The R-squared value is 0.550, which indicates that approximately 55% of the variance in organisational resilience can be accounted for by these predictors. The adjusted R-squared value of 0.547 further confirms the model's effectiveness after adjusting for the number of predictors.

Focusing on the predictors, Emergency Response Planning has an unstandardized coefficient of 0.317. This means that for each unit increase in Emergency Response Planning, organisational resilience is expected to increase by 0.317 units, holding all other factors constant. This coefficient is highly significant, with a t-value of 7.831 and a p-value of less than 0.001. Resource Management shows an unstandardized coefficient of 0.266, indicating that a unit increase in Resource Management is associated with a 0.266 unit increase in organisational resilience, again controlling for other factors. This predictor is also statistically significant, with a t-value of 5.782 and a p-value of less than 0.001. Consequently, the hypothesis was not supported. Overall, both predictors significantly contribute to enhancing organisational resilience, demonstrating their importance in effective crisis management strategies.

### **Multivariate Effects of Crises Response Strategies on Aspects of Organisational Resilience**

To further examine the effect of crisis response strategies on the four dimensions of organisational resilience (adaptive capacity, innovative practices, business continuity, and organisational learning) a generalised linear model (GLM) was used (Table 3). Additionally, the effect of crisis response strategies on the four dimensions of organisational resilience (i.e., adaptive capacity, innovative practices, business continuity, and organisational learning) was

investigated simultaneously using a generalised linear model (GLM) with Multivariate Analysis of Variance (MANOVA).

All four multivariate test statistics (i.e., Pillai's Trace, Wilks' Lambda, Hotelling's Trace, and Roy's Largest Root) showed a significant intercept ( $F [4, 275] = 51.541, p < .001$ ) (Table 3). Furthermore, the effect of crisis response strategies on the combined organisational resilience was statistically significant ( $p < .001$ ). The value of Pillai's Trace (0.579) and Hotelling's Trace (1.376) indicated a moderate to strong multivariate effect of crisis response strategies on the overall organisational resilience.

**Table 3: Multivariate Effects of Crises Response Strategies on the Aspects of Organisational Resilience**

Effect	Test Statistic	Value	F	Hypothesis df	Error df	p
Intercept	Pillai's Trace	0.428	51.541	4.000	275.000	<.001
	Wilks' Lambda	0.572	51.541	4.000	275.000	<.001
	Hotelling's Trace	0.750	51.541	4.000	275.000	<.001
	Roy's Largest Root	0.750	51.541	4.000	275.000	<.001
Crises Response Strategies (CRS)	Pillai's Trace	0.579	94.611	4.000	275.000	<.001
	Wilks' Lambda	0.421	94.611	4.000	275.000	<.001
	Hotelling's Trace	1.376	94.611	4.000	275.000	<.001
	Roy's Largest Root	1.376	94.611	4.000	275.000	<.001

Moreover, results of separate analysis of variance (ANOVA) tests indicated that crises response strategies influenced all four aspects of organisational resilience (Table 4). Specifically, crises response strategies demonstrated strong and statistically significant effect on adaptive capacity aspect of organisational resilience,  $F (1, 278) = 185.192, p < .001$ . Besides, crises response strategies explained approximately 40% of the variance in Adaptive Capacity ( $R^2 = .400$ ). Similarly, the effect of crises responses strategies on Innovative Practices was statistically significant,  $F (1, 278) = 105.653, p < .001$ , and it explained about 27.5% of the variance ( $R^2 = .275$ ). However, the strategies significant effect on Business Continuity Management was found to be very strong,  $F (1, 278) = 205.743, p < .001$ , explaining about 42.5% of variance ( $R^2 = .425$ ). On the same note, crises response strategies were found to have a very strong and highly significant effect on Organisational Learning,  $F (1, 278) = 238.616, p < .001$ . Besides,

crises responses strategies explained about 46.2% of variance in Organisational Learning. These results indicated that the effect sizes were moderate to strong. Specifically, the effect of crises response strategies was highest on Organisational Learning and lowest on Innovative Practices.

**Table 4: Univariate Tests of Between-Subjects Effects**

<b>Dependent Variable</b>	<b>SS</b>	<b>df</b>	<b>MS</b>	<b>F</b>	<b>p</b>	<b>R<sup>2</sup> (Adj. R<sup>2</sup>)</b>
Adaptive Capacity	44.841	1	44.841	185.192	<.001	0.400 (0.398)
	67.312	278	0.242			
Innovative Practices	30.807	1	30.807	105.653	<.001	0.275 (0.273)
	81.060	278	0.292			
Business Continuity Management	65.053	1	65.053	205.743	<.001	0.425 (0.423)
	87.899	278	0.316			
Organisational Learning	56.626	1	56.626	238.616	<.001	0.462 (0.460)
	65.972	278	0.237			

## CONCLUSION

This study provides empirical evidence that crisis management strategies, the development of comprehensive contingency plans, and regular employee training were shown to significantly enhance organisational resilience. Collaboration among stakeholders, including government bodies, industry associations, and community groups, emerged as a critical enabler of collective resilience. The findings reveal that establishments that embrace adaptive capacity, innovation, business continuity planning, and organisational learning are more likely to navigate crises effectively and maintain operational stability. Such organisations are not only able to absorb shocks but also to adapt and transform in response to dynamic external environments, ensuring their long-term sustainability. Overall, the research highlights that reactive approaches are insufficient; instead, proactive planning and embedding resilience into organisational culture are essential for competitiveness in an increasingly uncertain global landscape. These insights are particularly relevant for developing economies where resource constraints and systemic vulnerabilities amplify the impacts of crises.

## RECOMMENDATION

The study emphasizes the need for government-led stakeholder platforms, financial reserves, and standardized crisis management frameworks to strengthen resilience in the hospitality and tourism industry, while urging businesses to adopt flexible models, transparent communication, and prioritize employee well-being. It advances theoretical discourse on resilience by highlighting its multidimensional nature and the importance of proactive, system-level thinking, while offering practical guidance for managers to embed resilience into strategic planning, operations, and workforce development through continuous training and innovation. Policymakers are encouraged to mainstream resilience into national tourism and disaster risk policies, particularly by supporting SMEs with financial and technical resources.

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