



## **Determination of Organizational Resilience: Entrepreneurial Orientation Moderation of Government Policy on Tourism in Jambi Province**

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### **ABSTRACT**

This study aims to analyze the influence of entrepreneurial orientation on the resilience of tourism village actors in Jambi Province mediated by government policies. Respondents in this study were tourism actors consisting of tourism owners and managers in Jambi Province. The total number of respondents was 240 respondents. To find out whether the model created based on observation data was carried out using SEM-PLS. The results of this study found that Entrepreneurial Orientation and partial government policies have a significant influence on resilience, government policies also have a significant influence on the resilience of Tourism Village Actors in Jambi Province. Through harmonious collaboration between tourism actors and the government, a strong and sustainable tourism ecosystem can be created. This collaboration will help tourism actors in overcoming various dynamic challenges and support improving their welfare in the future.

**Keywords: Entrepreneurship Orientation; Organizational Resilience; Tourism Actors; Government Regulation; Rural Tourism**

### **INTRODUCTION**

Tourism is one of the sector strategies that not only supports the increase in foreign exchange but is also able to create jobs and introduce local culture to the international scene. In recent times, the concept of "back to nature" has become a trend in tourism promotion, which highlights the natural beauty of Indonesia to attract tourists, both local and foreign. However, the COVID-19 pandemic has had a significant impact on the tourism sector, especially the drastic decline in the number of tourists. This pandemic has caused many tourist destinations to experience a decline in activity and income, which ultimately affects the economy of the local community. This shows the need for a strategy to increase the resilience or endurance of tourism actors in dealing with unexpected situations. This resilience is key for the tourism sector to recover and develop again after the pandemic.

The Indonesian government through the Ministry of Tourism and Creative Economy of the Republic of Indonesia issued Regulation Number 4 of 2021 concerning business activity standards in the implementation of risk-based business licensing in the tourism sector, which in essence states that all tourism actors in carrying out their businesses must have SOPs to avoid the spread of the Covid 19 Virus.

Tourism is expected to contribute to economic growth in Jambi Province. One of the most important activities in a country is tourism. The government must pay special attention to this tourism activity and synergize from the central government to the regions that manage tourism activities directly. This tourism is also included in a product or commodity that is needed by everyone, because this tourism activity can add creative ideas, reduce boredom after being tired of working, shopping, relaxing, business activities, health, and increase knowledge about something both history and culture.

BPS 2023 data, the number of villages in Jambi Province is 1,375 villages, with the largest village being Kerinci Regency with 263 villages, all of these villages have several potentials that have not been properly utilized, there are many potentials in each village that sometimes the residents of the area do not know about the potential they have. Actually, the tourism sector is part of a source of income and can contribute something good to village autonomy. The ability of domestic tourism in the village in recent years has been very interesting for tourists to go to open nature tourism, they can interact with the local community. Ability *rural tourism* also depends on the desire of the local community to carry out innovative, creative and cooperative activities. And not all tourism in the village is a tourist village.

In supporting resilience, tourism actors usually have to have a strong entrepreneurial orientation and high risks must also be dared to be taken, and not just stay silent on past strategies. In areas with energetically volatile environments, entrepreneurial behavior is the most important activity for the running of a company. This bold risk is an entrepreneurial attitude that includes a willingness to require energy sources and challenges that must be faced bravely by implementing utilization or being involved in business strategies where there are definitely uncertain results (Hidayatullah, et al, 2019). High entrepreneurial orientation is closely related to the most important drivers to be able to generate profits so that entrepreneurs have the opportunity to take advantage of seeing these opportunities, which will then have a good effect on the company (Jogarotnam, 2017).

Related to the issue of the effects of entrepreneurial orientation and resilience Ayala & Manzano, (2014) discussed the influence of resilience on entrepreneurship from entrepreneurs in the tourism sector in Spain, this study measures resilience with three dimensions, namely resilience, resources, and optimism, which are used to predict success in entrepreneurship. Research from Vizcaíno, et al, (2020) states that resilience is part of entrepreneurship, in this study the dimensions of entrepreneurship are resilience and *power distance*, all these dimensions are used to see their influence on the sustainability of the company.

In contrast to the above research, the research from Zighan, et al, (2021) discusses entrepreneurial orientation, this study investigates the activities of micro and medium enterprises that have been adopted or improvised to support the resilience of micro and medium enterprises in dealing with Covid 19. This study contributes to further understanding of the resilience of micro and medium enterprises by conceptually advocating a practitioner-based framework of five pillars of micro and medium enterprise resilience capabilities (efficiency-based capabilities, adaptive capabilities, collaborative capabilities, change capabilities and learning capabilities). Entrepreneurial orientation has been found to transitioning the resilience of micro and medium enterprises to survive major disruptions and threats. Entrepreneurial orientation, in this study, is based on risk-taking, innovation and proactivity, facilitating the development of new capabilities that protect the company from different threats.

Entrepreneurial Orientation has a positive effect on raw material resilience Al-Hakimi & Borade, (2020) and in their other research Goail & AlHakimi, (2021) also stated the same thing about the positive influence between Entrepreneurial Orientation on resilience. Meanwhile, according to Gottschalck, et al (2022) stated that this entrepreneurial orientation is divided into 3 dimensions in influencing resilience, namely innovation, proactiveness, and risk taking. The results of their research from the three dimensions are only risk taking that affects resilience while innovation and proactiveness do not affect resilience.

Related to the issue of government policy and resilience Estiri, et al, (2022) Researched

government policies that play an important role in increasing the resilience of small and medium tourism businesses during the crisis period. Implementation of this policy is one of the main challenges faced by tourism policy makers. The purpose of this study is to propose a systematic framework for selecting government support policies that contribute effectively to increasing the resilience of tourism MSMEs during the Covid 19 disaster. Research findings on government responses in the success of crisis recovery in tourism MSMEs. Okafor, et al, (2021) in their research stated that resilience in a country looks at the relationship between the tourism industry and government economic policies towards the Covid 19 pandemic. The findings of their research stated that countries with large tourism sectors responded more aggressively in economic stimulus to mitigate the impact of the Covid 19 pandemic and thus still need a little help from the government in increasing resilience in a country in improving the tourism sector.

According to Purnomo, et al, (2022) discussing the crisis of the Indonesian tourism industry which is a mainstay sector for national economic growth affected by the Covid 19 pandemic. The results of his research, firstly, the impact of Covid 19 on the tourism sector is very significant so that it has a substantial impact not only on the sector but also on its derivative businesses, secondly, the economic contraction is quite significant, namely a decline of -10.37% and is exacerbated by the uncertainty of the outbreak will end, thirdly, current policies focus on managing the spread of Covid 19 by limiting human mobility and tourism activities so that in practice in the field the tourism sector finds it difficult to implement government regulations in determining health protocols for each activity

According to Okafor, et al, (2022) tourism recovery is significantly influenced by the government's policy response in the economic sector. However, the impact of economic policy responses on tourism recovery depends on a country's level of resilience. In particular, for less resilient countries, the impact of economic policy on tourism resilience is not significant.

The descriptions presented by previous researchers show that there are differences and similarities in the research results. Therefore, this study attempts to close the gap from previous researchers by proposing a model of government policy variables as moderating variables of the influence between entrepreneurial orientation and tourism actor resilience. The position of this study is different from previous studies which state that government policies as moderating variables can strengthen or weaken the influence of entrepreneurial orientation on tourism actor resilience.

### **Entrepreneurial Orientation**

EO is referred to as an entrepreneurial strategic posture, which is firmly distinguished by a willingness to proactively evaluate and exploit emerging business opportunities ( Kohtamäki et al., 2019; Rubin and Callaghan, 2019). Meanwhile, “entrepreneurial firms” are firms that engage in product market innovation, undertake somewhat risky ventures and are the first to produce ‘proactive’ innovations, beating competitors” (Miller, 1983). Previous research ) has viewed EO as a vital strategic resource because it represents a firm’s philosophy of how business performance compares to the environment. Thus, EO enables firms to respond to environmental disruptions by scouting for new opportunities and offering creative solutions that differentiate the firm from its competitors in the market (Al-Hakimi and Borade, 202). To benefit from EO in gaining competitive advantage and achieving desired performance, firms must take appropriate strategic actions. It is the capabilities that firms use, not simple resource variances, that explain differences in firm performance (e.g., Al-Hakimi et al 2022). Given this, firms must develop dynamic capabilities to harness the full potential of EO.

Entrepreneurial Orientation has a positive effect on raw material resilience Al-Hakimi & Borade, (2020) and in their other research Goail & AlHakimi, (2021) also stated the same thing about the positive influence between Entrepreneurial Orientation on resilience. Meanwhile, according to Gottschalck, et al (2022) stated that this entrepreneurial orientation is divided into 3 dimensions in influencing resilience, namely innovation, proactiveness, and risk taking. The results of their research from the three dimensions are only risk taking that affects resilience while innovation and proactiveness do not affect resilience. So this study proposes that entrepreneurial orientation is one of the factors in determining organizational resilience.

**H1. Entrepreneurial orientation influences organizational resilience**

### **Government Policy**

Term policy is a translation of the English word "Policy" which is distinguished from the word wisdom or virtue. Policy is an action that includes rules contained in a policy. M. Solly Lubis (2007) said that Wisdom in the sense of wisdom or prudence is a deep thought/consideration to be the basis (foundation) for formulating policies. Policy is a set of decisions taken by political actors in order to choose goals and ways to achieve goals. A policy can be in the form of a decision in the form of a Constitution (UUD), and a National Development Program. The detailed decision in the form of a law (UU) and a Regional Development Program is called a policy. If the Law is called a policy, Government Regulations (PP) can be called policies. Furthermore, if PP can be called a policy, and Ministerial Decrees (Kepmen) can be called policies, and so on.

Government policies can increase and encourage competition in the business world. Related to covid 19 that hit the world and Indonesia. The birth of government policies that are detrimental to tourism managers. Such as policies to limit tourist visits, restrictions on gathering, closing tourist attractions, closing places to gather in the public sector such as hotels, lodging, restaurants, eateries, etc. This policy certainly causes problems. In August 2020, the Ministry of Tourism and Creative Economy provided information on health protocols in natural tourism areas. Natural tourism areas became the first tourist destinations to be opened to the public in stages based on the Decree of the Minister of Environment and Forestry No. SK.261/MENLHK/KSDAE/KSA.0/6/2020 dated June 23, 2020. The opening of the mini-tourism area was carried out with the consideration that the community needed recreation that was relatively safe and provided health benefits.

The government also made regulations to try to protect the tourism sector with economic stimulus, including assistance and tax incentives. As one of the sectors directly affected by the Covid-19 pandemic, the tourism sector received assistance from the government amounting to 3.8 trillion. The assistance is a group of sectoral assistance from ministries/institutions and local governments in the 2020 National Economic Recovery (PEN) program. In addition, on May 17, 2020, the government provided tax incentives to 18 business sectors including tourism and creative economy actors through Permenkeu 44/PMK.03/2020. The incentives provided consist of incentives for Article 21 Income Tax, Article 22 Income Tax, 30% incentives from Article 25 Income Tax installments, VAT restitution and MSME tax incentives. The tourism and creative economy industries that are included in the recipients of the tax incentives are accommodation providers, travel agency services, tourist areas, travel bureau services, tour guide services, meeting organizing services, incentive travel, conferences and exhibitions, photography services, television broadcasting and programming, radio broadcasting, publishing, film, culinary and advertising.

Government Incentive Assistance (BIP) is a program that aims to provide additional

working capital and fixed asset investment to tourism business actors. This incentive assistance fund is provided in the form of a grant and is limited only in the form of working capital. For the tourism sector, this assistance fund can be used to purchase goods needed to support tourism activities. Research on Government Policy on Resilience is relatively new. Researchers have conducted a lot of research on this in 2020 after the Covid 19 virus hit the world. Estiri, Dahooie, & Skare, (2022) stated that government policy plays an important role in increasing the resilience of small and medium tourism businesses during the crisis period. Meanwhile, according to Purnomo, Fathani, Kasiwi, & Tenorio, (2022) stated that the government's policy on closing tourism activities during the Covid 19 era has caused tourism activities to decline. The empirical research above can be seen that what has been done by previous researchers can be stated that there are several similarities with what was done such as the research variables, besides that there are also differences such as in the research objects, variables and research periods carried out.

**H2.**Government policies influence organizational resilience

**H3.**Government policy has a role in influencing entrepreneurial orientation towards organizational resilience.

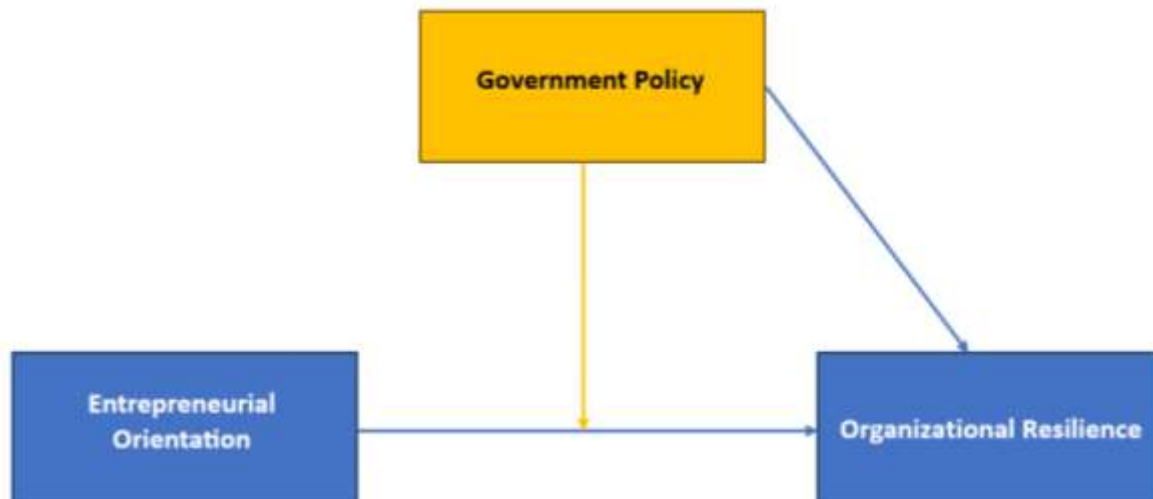
### **Organizational Resilience**

Resilience theory in organizations has been around for several years and is currently evolving to reflect the broader community's ability to respond to any form of unforeseen. This organizational resilience is often associated with disasters, pandemics, which are unplanned to occur. Resilience is a system that is used to absorb disruption and reorganize when undergoing change to essentially still maintain function, structure, and identity (Shie, 2020). In the field of management, resilience refers to the ability of an organization to recover from a crisis (Duchek, 2020). In line with that, Herbane (2019) stated that 'Resilience is the adaptive process and capacity of an organization to overcome major acute and strategic challenges'. Organizational resilience allows adaptation to devastating threats in the short term to stay in line with long-term needs. In this sense, resilience mandates that organizations build their capacity to overcome the current crisis and survive any threat (Abualqumboz et al., 2020).

Azzali, et al, (2021) stated that tourism resilience arises because of the reciprocal relationship between tourism and natural disasters which must focus on how to control the impact of disasters, risk management and preventive measures. The ability of this tourist destination to manage the impact of disasters, loss recovery efforts and post-disaster marketing provides an understanding of future policies and risk management. Tourism resilience is supported by several variables about changes, some are fast and some are slow (Cheer & Lew, 2018). There have not been many previous studies that discuss tourism resilience, but the following can explain previous research on resilience. Dahles, (2018) and Chowdhury, et al (2018) stated that this extraordinary resilience is carried out in influencing company performance and business performance. Even Ayala & Manzano, (2014) in their research also stated the same thing, namely that the dimensions of this resilience influence the success of successful entrepreneurs in the tourism sector. while Azzali, et al (2021) and Cheng & Zhang, (2020) stated that after a disaster, recovery efforts are needed to rebuild resilience in tourism. The following is a description of the conceptual framework:



**Figure 1**  
**Conceptual Framework**



## METHOD

This study focuses on the tourism sector in Jambi Province which includes activities including tourism service providers and tourism service supporters. Where tourism is a series of activities and travel activities carried out by individuals, groups or families to a place temporarily with the aim of seeking tranquility, peace, balance, harmony and happiness of the soul. Tourism is supported by various facilities and services provided by the community, entrepreneurs, government and local government. Therefore, the author makes this tourism consist of tourist villages with natural, artificial, cultural, historical, and camping characteristics as references and reference objects and research populations. The sample for this study consisted of tourism owners or managers in Jambi Province.

The sampling used in this study is the purposive sampling technique, namely the researcher determines the sample with certain considerations (selection of sampling units) by selecting a number of certain people who are considered to provide the required data, the determination of the number of samples the researcher uses multivariate theory, namely the number of question items x 20. (Hair et al., 2019). Therefore, the sample in this study was 12 question items x 20, so the sample in this study was 240 respondents distributed through questionnaires to owners and managers voluntarily within one month to support the data of this study. This study was analyzed using a structural equation model (SEM) using PLS. Measurements from previous studies were adopted. Table 1 describes the sources of the measures adopted.

The standard procedure for developing measures to be applied whenever necessary involves the use of a multi-item reliability and unidirectionality index. Entrepreneurial Orientation is measured with 4 items developed by Goail and Al-Hakimi (2021). Organizational resilience is assessed using 4 items developed by (Yao and Wang, 2024), Government Policy is assessed using 4 items developed by Usmany (2024) which can be seen in Table 1.

The validity and reliability of the instrument were tested through outer model analysis, including convergent validity, discriminant validity, and composite reliability. Convergent validity ensures that the instrument measures the intended concept, while discriminant

validity measures the extent to which the instrument differentiates between different constructs. Instrument reliability was measured using composite reliability and Cronbach's alpha, with a recommended minimum value of 0.7.

Inner model testing is conducted to illuminate the relationship between latent variables based on theory. The structural model is tested using the coefficient of determination (R-Squared) and predictive relevance (Q-Squared). Hypothesis testing is conducted using the t-test using bootstrap resampling to determine the significance of the relationship between variables. The test results are concluded based on the p value, where  $p \leq 0.05$  indicates a significant relationship between variables.

**Table 1**  
**Constructs and items**

Constructs and items	Standard factor loading	AVE	CR	Sources (The previous research)
<b>Entrepreneurial Orientation</b>				
There is a good orientation to introduce and experiment with new ideas.	0.85			
“Risk taker” is considered a positive trait for employees in our company.	0.80			
We continually strive to take the initiative in every situation (for example, in projects, against competitors, and when working with others).	0.90	0.85	0.90	Goaill and Al-Hakimi (2021)
We seek to take advantage of expected changes in future market conditions ahead of our competitors.	0.85			
<b>Government Policy</b>				
Labor market regulations (flexibility of hiring and firing, minimum wage laws)	0.90			
Tax policy (corporate tax rates, tax compliance costs)	0.85			
Access to credit (availability of financing, legal rights of borrowers and lenders)	0.80	0.85	0.90	Usmany (2024)
Environmental regulations (compliance requirements, stringency of enforcement)	0.85			
<b>Organizational resilience</b>				

Emphasis on stability and preservation and generation of diverse organizational solutions	0.90				
Emphasis on the organization's unwavering resilience and relentless pursuit of the organization.	0.85	0.88	0.90		Yao and Wang (2024)
Emphasis on rapid action and organizational agility in action	0.85				
Emphasis on employee engagement and fulfillment	0.90				

## RESULTS AND DISCUSSION

Based on Table 1, it can be seen that all indicators in this study have a value *loading factor* greater than 0.700. This means that all indicators are considered to have strong enough validation to explain their latent variables so that they meet the requirements. *Convergent validity*. The AVE value for each variable is above 0.5 so it can be said that there is no problem of convergent validity in the model being tested so that the indicators in this research model are said to have good validity. The value *Composite Reliability* for all constructs, namely above 0.7, which indicates that all constructs in the estimated model meet the criteria. *composite reliability*. Model results *Measurement model (outer model)* further analysis can be carried out to evaluate the structural model (*inner model*).

**Table 2**  
**Results of Structural Equation Parameter Estimation from Direct Effect and Indirect Effect**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Government_Policy -> Resilience	0.057	0.062	0.029	2,962	0.000
Entrepreneurship_Orientation -> Resilience	0.695	0.711	0.110	6.335	0.000
Government_Policy x Entrepreneurship_Orientation -> Resilience	0.117	0.124	0.117	1,998	0.015

Source: Research Data Processing Results, 2025

Based on the results of the hypothesis test, it is concluded that Government Policy on Resilience in Tourism Villages in Jambi Province. Based on table 2, the original sample coefficient of sharia motivation on organizational performance is 0.057 with a P value of 0.000 less than 0.05 which explains that the null hypothesis (H0) is accepted. This means that the Government Policy variable has a direct effect on the Resilience Variable in Tourism Villages in Jambi Province. An increase in the Government Policy variable by 1 unit will increase the resilience variable (Y) by 0.057 assuming other variables are constant. This result is also supported by previous research findings which state that Government Policy has an



effect on Resilience (Estiri et al, 2022; Okafor et al 2021; Brouder, 2020)

Meanwhile, the results of the hypothesis test concluded that Entrepreneurial Orientation Towards Resilience in Tourism Villages in Jambi Province. Based on table 2, the original sample coefficient of Entrepreneurial Orientation Towards Resilience is 0.695 with a P value of 0.000 less than 0.05, which explains that the null hypothesis ( $H_0$ ) is rejected. An increase in the Entrepreneurial Orientation variable by 1 unit will increase the Resilience variable by 0.695 assuming other variables are constant, meaning that the Entrepreneurial Orientation variable significantly affects the Resilience variable. This shows that the Entrepreneurial Orientation carried out by tourist villages in Jambi province has a significant effect on resilience. These results are also reinforced by previous research findings which state that entrepreneurial orientation has an effect on Resilience (Goaill and Al-Hakimi, 2021; Al-Hakimi and Borade; 2020 Zighan, et al, 2021)

The results of the hypothesis testing in table 2 show that there is no effect of Entrepreneurial Orientation on Resilience moderated by Government Policy in Tourism Villages in Jambi Province with an original sample coefficient of 0.0117 and a p value of 0.015. The results of the Hypothesis testing ( $H_4$ ) show that the p value of 0.015 is smaller than 0.05, which means that  $H_0$  is accepted, namely that there is an effect of Entrepreneurial Orientation on Resilience moderated by Government Policy in Tourism Villages in Jambi Province.

Environmental uncertainty as a moderating variable cannot moderate the effect of Entrepreneurial Orientation on Resilience in Tourism Villages in Jambi Province. This is in line with the results of Xia et al (2024) who found that entrepreneurial orientation has a positive effect on company resilience in the digital era, then according to Taneo et al (2022) stated that local government policies are seen as being able to influence MSME Resilience during the pandemic by inviting ASN to buy MSME products so that economic activities occur. Then, looking at the influence of entrepreneurial orientation and government policy, it can be seen in empirical research according to Lee & Yi, (2022) which states that entrepreneurial orientation has a positive effect on business performance, moderated by support from the government.

## CONCLUSION

This study provides important insights into the role of government policies, entrepreneurial orientation in improving tourism actors' resilience in Jambi Province. The results show that government policies have a significant direct influence on the ability of tourism actors to survive and adapt, while entrepreneurial orientation helps them face challenges and take advantage of opportunities more effectively.

However, government policy as a moderating variable shows a significant influence on the relationship between entrepreneurial orientation and resilience. This indicates that existing policies need to be more directed to address the specific needs of tourism actors, especially in the relevant direct support aspects.

In addition, family values have proven to be one of the key factors in supporting the sustainability of tourism businesses. By upholding values such as fairness, mutual trust, effective communication, conflict management, and commitment, tourism actors can strengthen internal relationships and optimize their business potential.

The implications of this study include various practical guidelines for tourism actors and the government. Tourism actors are encouraged to utilize modern technology, improve efficiency in services, and implement digital-based marketing strategies to expand their reach and competitiveness. The government is also expected to create more effective policies in

supporting innovation and sustainability of tourism actors, for example through more targeted assistance and assistance.

Academically, this research is an important reference in the development of management science, especially in the fields of marketing, risk management, and human resources. This research also opens up opportunities for further exploration, including studies on other factors that have the potential to influence tourism actors' resilience, such as access to capital, community support, and socio-cultural influences.

With synergy between tourism actors and the government, a resilient and sustainable tourism ecosystem can be achieved. This joint effort will ensure that tourism actors are able to face the ever-growing challenges and contribute to improving their welfare in the future.

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