

Organizational Resilience and its Effect on Economic Sustainability of Selected SME Restaurants in Makati City, Philippines

Melvin Moraga*
De La Salle University

Jed Seraphim Abalos
De La Salle University

Ayana Danielle Molina
De La Salle University

Pio Antonio Ortiz
De La Salle University

Athea Rhianna Vinluan
De La Salle University

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ABSTRACT

Business ventures and entrepreneurial activities have had a significant impact on the country's economic growth. However, due to the onslaught of COVID-19, businesses in the accommodation and service sector in the Philippines sustained the highest economic losses as the mobilization of resources, operations, and supply chains were limited. This study aims to assess the effect of organizational resilience, namely: crisis anticipation, sense making, problem solving, and learning on economic sustainability of small and medium-sized restaurants. A quantitative method was utilized with a total of 100 samples comprise of SME restaurant business located in Makati City, Philippines. Linear regression was used to test the hypotheses. The findings show that each of the variables has a significant effect on economic sustainability of SME restaurants, except crisis anticipation which was found to have a negative effect on economic sustainability. The findings also show that organizational resilience, covering the variables crisis anticipation, sense making, problem solving and learning capabilities significantly affect economic sustainability of SME restaurants.

Keywords: Organizational Resilience, Economic Sustainability, Small and Medium Enterprises, Crisis anticipation, Sense making, Problem solving, Learning.

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1. INTRODUCTION

A country's economic growth, development, and job generation heavily rely on the presence of business ventures and entrepreneurial activities. According to the Philippine Statistics Authority, Micro, Small and Medium Enterprises (MSMEs) account for 99.5% of the total number of enterprises in the Philippines which generate 62.4% of employment or 5,510,760 jobs. Despite this, MSMEs are vulnerable to drastic changes in a country's

environmental conditions and turbulent environments (McCann et al. 2009). The effect of Covid 19 pandemic led to SME's lower sales, difficulty in sourcing supplies, nonpayment of clients, and reduced logistics services (Tibon, 2022).

According to Shinozaki and Rao (2021), 73.1% of MSMEs were forced to close their business a few weeks after the initial COVID-19 lockdown with 76.4% being small enterprises and those being in the service industry. Moreover, in the city of Makati alone, 105 out of 285 (36.8%) of the restaurants were forced to stop their operations arising from the effect of the pandemic.

Due to the onfall of COVID-19, businesses in the accommodation and service sector have the highest economic losses as the mobilizations of resources, operations, and supply chains have become limited. Furthermore, organizations under the said sector were identified to have the highest vulnerability, have high financial risks, high dependability on external structures, as well as low equity reserves. The survival of these entities relies on their sustainability efforts to stay relevant and resilient (Bonet-Moron et al., 2020). The responses of these businesses to the imminent threats are heavily affected by their current resources, sustainability efforts, adaptive skills, and crisis anticipation.

With the continuous implementations of lockdown restrictions as an attempt to curb the spread of the virus, limitations on opening the economy will continue as well. With the slow vaccination processes, it is expected that herd immunity will not be achieved in the year 2021 and alternating lockdown restrictions will still be implemented. It is expected that more businesses might find it difficult to push through daily operations and might eventually be forced to close shops as well.

The study focused on restaurants in Makati as the premier central business district and financial hub of the Philippines. Makati city houses most of the country's leading firms and Asia's most popular commercial areas. Additionally, the city's restaurant business is one of the hardest hits by the COVID-19 pandemic in view of the shift to work-from-home arrangement which diminished bulk of its customer base consisting of Makati-based office workers residing in other cities as well as quarantine restrictions limiting occupancy and business hours in dining venues. This is made evident by the current listing of restaurants in the Makati Government's website which shows that about 36.8% of restaurants had to temporarily or permanently close mainly due to the pandemic. However, it can also be gleaned from the data that the majority (63.2%) managed to continue business, with purposive adjustments in their operations such as heavy reliance on take-out and home deliveries, among others.

Through this study, it identified the different coping, resilience, and sustainability actions to aid restaurants in identifying the effects of the factors of organizational resilience, to develop coping capabilities, and to create crisis plans that are geared towards achieving economic sustainability. This also helped identify whether the restaurant's adaptability or critical thinking strategies are beneficial towards their company and employees in times of crisis. Further, it helped as well in assessing whether their current strategies for maintaining their survivability is still applicable to the current situation of society, if their resilience or sustainability decisions are comparable to those with similar industry, and how do they differ and if there are other innovative ways an SME can adapt to a crisis event.

2. LITERATURE REVIEW

2.1 SMEs

Along with the current pandemic situation, the Philippines is also hit by several typhoons every year, along with the imminent danger of volcanic eruptions and earthquakes. In a study by Samantha (2019), it was postulated that environmental changes have significant impact on the operations of MSMEs. In instances of natural disasters, the highest impact being the loss or damage of important equipment. In this case study, two thirds of the surveyed MSMEs lost or had damage to their equipment. On the other hand, the loss of data had the least impact on the businesses. In the long run, these disasters disrupted cash flows along with damage to buildings. As these are financial problems that heavily affect a company's resilience, resilience cannot be done by the company itself and will only be achieved through partnerships with both private and public sectors.

Nordhagen et al. (2021) conducted a study with 367 MSMEs that support the food sector industries across 17 low to medium-income countries. It was found that 80% of these firms significantly decreased production due to the pandemic which led to shortages in food supply and affordability. Moreover, there has been an increase in food waste due to inaccessibility and various restrictions on logistics. All the firms under the foodservice industry reported that the pandemic had a severe impact on their operations. Despite this, businesses have strengthened communications and internal processes to continue operations. This has led to entities focusing on increasing the storage life of food items to address the waste problems.

2.2 Firm Size

Despite the inherent limitations of SMEs when it comes to the availability of resources, it was found that small new setup firms created by young entrepreneurs displayed more flexibility and immediate reactions during the COVID-19 outbreak. This is caused partly by low bureaucracy in smaller businesses as well as limited social responsibility compliance. As CSR is a double-edged sword, larger firms may have limitations when it comes to the immediate changes needed in HR practices to cut down labor costs (Alves et al., 2020).

Lina and Nur (2021) averred that resilience among MSMEs presents an interesting issue to be studied in more depth, especially in conditions of economic uncertainty due to the prolonged Covid-19 pandemic which has impacted problems from declining demand, financial problems, human resources and management, innovation and technology, markets, and institutional problems.

In a study by Lin, Aragão, & Dominguez (2021), workers in smaller enterprises were more adversely affected by the COVID-19 pandemic. The unemployment rate increased sharply within firms that have fewer employees, and the differences between firm sizes are not distinctly dependent on the composition of workers. In sectors that are greatly affected, however, the smaller firms were able to retain their workforce compared to larger enterprises. One reason is that smaller firms are generally more flexible, giving them the ability to relocate resources easily to wherever they wish to utilize them better as they are more willing to let go of employees who perform face-to-face tasks. Additionally, smaller

firms are usually tied around families or individuals with close relationships, which do not necessitate the dismissal of workers in times of imminent threat.

2.3 Sustainability

Maintaining long-term sustainability is a challenge for any organization as it requires constant evaluation and modification to current operations and sustainable practices every time there are changes in the social efficiencies, economic conditions, and environmental situations (Fiksel et al., 2014). As a whole business sustainability is made up of economic, social, and environmental sustainability for the business to fully thrive. In the study by Svensson & Wagner (2015), economic factors of a business include profitability, competitiveness, cost reduction, corporate brand, spinoffs, financial, trade-offs. These are standard and very well known for a business to thrive. However, social factors of sustainability must be factored in to attain true sustainability. The social factors are organizational support, the whole company network, long-term perspective, commitment and dedication, corporate culture, corporate reputation, and reporting of sustainable efforts. A company must have attainable and sustainable goals to keep afloat. Being purely profit-driven will not give the company a real motivation to do so as it includes dedication and support. Having a goal other than just to make money allows the business to establish a better perspective. In the context of a crisis, it means having to consider the current situation of the employees to keep the organization motivated. The easy way out would be to just lay off extra employees to earn more profit, which demotivates employees and appears a very unsustainable method of running a business. Stakeholders need to feel motivated, and a goal to work towards addressing the problem creates synergy. Without this effort, businesses will have little incentive to thrive in the face of a crisis (Svensson, G., & Wagner, B. 2015).

In times of economic recession and downturns, Williams (2017) argued that small businesses face more challenges than their corporate counterparts. It was suggested that typically, small business owners lack the necessary strategies to achieve their long-term goals. It proved that gaining a bachelor's degree, and at the same time, training and skills contribute to the successful operation of restaurants for more than five years. In addition, it confirmed that stakeholder relationship, especially with customers, is an essential factor to consider in implementing a strategy for the economic sustainability of a business. Small business owners must effectively establish a relationship with their customers to retain them.

In a study penned by Sugito (2018) on SMEs, along with financial success factors, business sustainability is linked to the resilience of the organization as organizational resilience directly affects business sustainability. This suggests that if a business wants to strengthen its resilience against any crisis or stressful event, business owners and managers must be able to optimize the resources they have to improve its sustainability efforts and ensure business continuity.

2.4 Organizational Resilience

The word resilience does not have one standard definition as the term can be used in various perspectives. Xiao and Cao (2017) defined organizational resilience as the ability of a business to restore to its original state and acquire new skills that adapt to disruptive

conditions. Organizations with high resiliency can adjust timely and create new capacities when faced with drastic changes.

In a study by Koronis and Ponis (2018), organizational resilience is the accumulated capacity of an organization to make sense of the negative events and their consequences as well as the ability to absorb the pressure. Moreover, it also disclosed that organizational resilience is a multi-level and multi-dimensional concept that is connected to the organization's resources, routines, and processes. This implies that resilience must be seen not only in groups and organizations but across individuals as well (Fatoki, 2018). Meantime, in times of crisis with uncertainty, resilience is needed for business organizations to stay afloat and get out of troubling times. Resilience allows organizations to handle stress and continuously adapt to uncertainty. Resiliency is also required to have a sustainable advantage against competitors. Other aspects such as flexibility or resilience allow the organization to come out of the crisis with even more strength than before (Duchek, 2019).

Resilience in SMEs depends on the network ties of the business. It was found that weakly networked businesses found it harder to survive, while businesses with stronger ties were found to survive more. Weaker businesses are then forced to adapt and find other opportunities to survive or would be forced to shut down. During the COVID-19 pandemic, SMEs were forced to adapt to change in uncertain conditions that business owners had no control over. This forced the businesses to either adapt to the rapid change or to close. It was proposed that network connections were what preserved the business. Being able to form alliances to help maintain a market for the business. Further, the authors postulated that weak ties to other businesses would more likely die out. However, strong ties were more likely to remain dormant even if they weren't the main priority of the business. International ties also brought a very favorable outlook for the businesses that had them because they had a wider market, with a varying situation to the COVID-19 pandemic. Even after the pandemic has died out companies can use the network built to help each other in recovery and improve the overall robustness of the company (Fath et al., 2020).

In the framework by Koronis & Ponis (2018), there are four pillars to organizational resilience which are preparedness, responsiveness, adaptability, and learning. It was emphasized that organizational resilience is a collective effort of any business. The factor of preparedness refers to the crisis anticipation measures a company has. This includes regular training and drills that will strengthen the execution of plans once a crisis does happen. Responsiveness is the ability of an organization to respond timely to the challenges brought upon by the crisis event. Adaptability pertains to the ability of an organization to become flexible and change in accordance with the "new realities" the organization is facing. Lastly, learning is the capability of an organization to absorb new knowledge and information which will increase the resilience of an organization. Furthermore, this factor is linked to the preparedness abilities of a company.

The organizational resilience's framework by Duchek et al. (2019) suggests that resilience has certain capabilities that are needed by an organization in different periods of a crisis event. As the nature of the crisis changes depending on various factors, the actions and strategies of a company must change as well. In this framework, resilience consists of three main stages namely, anticipating, coping, and adapting. This implies that a business entity's resilience is based on how they act before, during, and after an event. Under each

of these stages are different capabilities that are appropriate actions for the specific period. For anticipation capabilities, preparation, observation, and identification must be present to proceed to the creations of solutions that are needed for the next time and coping abilities of the organization which includes sense making and problem solving. Lastly, an organization's adaptability will be developed through learning and reflecting which will help them deal with future crises.

2.5 Research Model

Rai et al. (2021) proposed that organizational resilience significantly affects a business' sustainability efforts in times of crisis. As resilience and sustainability are usually studied separately (Redman, 2014), the research model (Figure 1) offers a perspective on how the concept of resilience and sustainability are complementary and essential for the survivability and continuity of a business in times of crises. As the paper aims to assess the effects of the factors of organizational resilience on the economic sustainability of restaurants in a crisis, the factors of organizational resilience namely crisis anticipation, sense making, problem solving, and learning are the independent variables of the study and the factors were based on the frameworks proposed and used by Ducheck, (2019) Rai et. al. (2021), Sugito (2018), and Koronis & Ponis (2018).

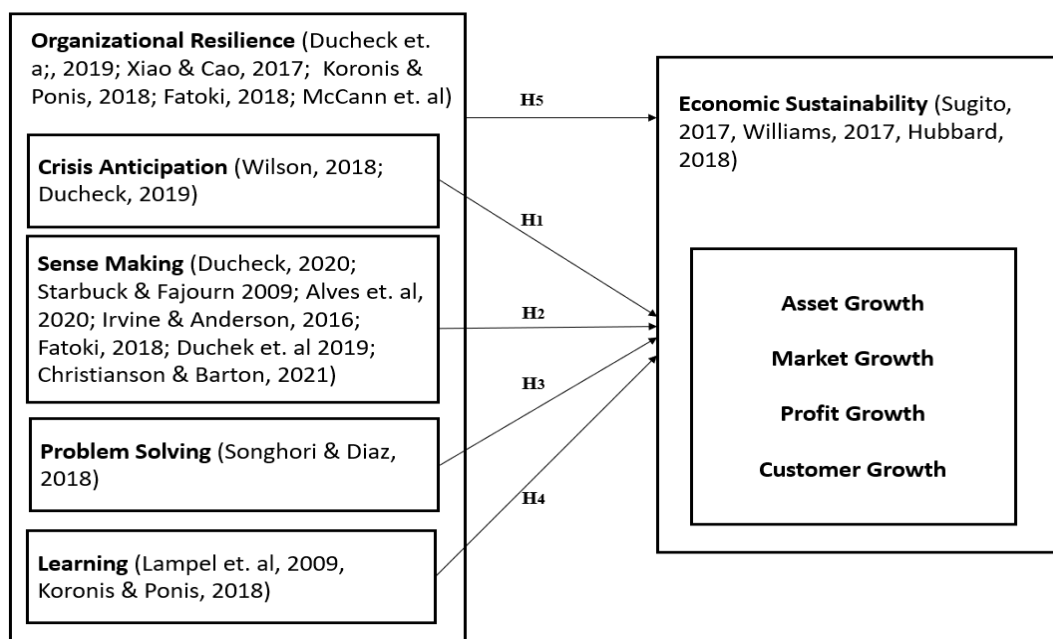


Figure 1: Research Model

2.6 Hypotheses of the Study

H1: Crisis anticipation of restaurants significantly affects their economic sustainability.

Anticipation, as described by Ducheck (2019), is the ability to notice critical developments or changes and adapt proactively. Anticipation is important because it involves the detection and analysis of threats and what course of action to take in case such a threat

arises (Blanchard et. al, 2011). Ortiz-de-Mandojana & Bansal (2016) posited that identifying or merely acknowledging the possibility of a crisis is valuable because it enables response easily and as well as avoids the snowball effect. Furthermore, Koronis & Ponis (2018) claimed that preparation, planning, and intensive training increases the survivability of an organization during a crisis.

H2: Sense making in times of a crisis of restaurants significantly affects the economic sustainability of restaurants.

Sense making is also a factor to consider as it involves the organization's ability to comprehend the situation better which in turn, helps with the decision-making capabilities and problem-solving ability of an organization (Ducheck, 2020; Starbuck & Fajourn, 2009). As argued by Irvine and Anderson (2009), smaller firms, who are better equipped with sense making and preparedness, are most likely to recover faster from the stress and tension brought about by a crisis.

H3: The problem-solving capabilities of restaurants significantly affect their economic sustainability.

As Songhori & Diaz (2018) found that an organization's performance in problem solving is generally dependent on both internal and external factors. Factors such as, but not limited to, information sharing, coordination, imitation, communication structure, individual-level diversity, and trust are to be considered.

H4: The learning capabilities of restaurants significantly affect their economic sustainability.

Lampel et al. (2009) suggested learning can occur both before and after the crisis as a means for an organization to develop its capabilities better. It was further argued by Koronis & Ponis (2018) that the ability of an organization to learn is linked to its culture of preparation as the latter enhances risk evaluations and generates the acquisition of knowledge that is helpful in the future.

H5: The factors of organizational resilience of restaurants significantly affect the economic sustainability of a restaurant.

Sugito (2017) asserted that economic sustainability is greatly affected by the utilization of tangible assets, intangible assets, financial and non-financial assets. It was proposed to utilize a framework that includes the corporate success of the market concept to meet the needs and desires of organizations; hence market growth is included. Furthermore, it was deemed that there are significant relationships among six critical success factors namely market, products and services, resource management, operating systems, corporate culture, and the overall financial success of the organization. Non-financial assets are a key factor of business success which are competencies, customer satisfaction, customer retention, innovation, motivation, and personal satisfaction.

Postulated by Sugito (2017), intangible factors of economic sustainability, namely asset growth, market growth, profit growth, and customer growth significantly affect business resiliency and the sustainability of the company. These are known to be key success factors

in the profitability of the business. These factors allow the business to keep operating despite the circumstances. In the context of the COVID-19 pandemic, the continued growth of these factors is important for the survival of the business and lets them become more economically sustainable.

3. METHODOLOGY

3.1 Research Locale

The study focused on SMEs in Makati, regarded as the premier central business district and financial hub of the Philippines, and hosts the highest number of dining clusters in the metropolis. Makati city houses most of the country's leading firms and Asia's most popular commercial areas.

Based on the local government's data, Makati has a total of 285 registered restaurants. However, only a sample of the total number of establishments were selected due to the constraints imposed by the pandemic and 36.8% of the establishments have been temporarily or permanently closed which led to 180 total number of active restaurants.

3.2 Data Sources

This study utilized primary data through a survey consisting of 100 restaurant business in Makati, Philippines. Survey respondents were randomly selected comprising of top and middle managers with a 95% confidence level and a 5% margin of error. Randomization was done through homogenous sampling.

The measures employed to operationalize the variables in the research model are adapted from prior research (Table 1). Organizational resilience was measured using four dimensions; crisis anticipation, sense making, problem solving and learning. Meanwhile, asset growth, market growth, profit growth and customer growth were the dimensions used in measuring economic sustainability.

Table 1: Sources of Measures

Construct	No. of items	References
Crisis anticipation	5	Rai et. al, 2020; Blanchard et. al, 2011; Duchek, 2019; Koronis & Ponis, 2018
Sense making	5	Songhori & Diaz, 2018; Starbuck & Fajourn, 2009 Duchek, 2019; Williams 2016
Problem solving	5	Songhori & Diaz, 2018
Learning	7	Bettini et. al, 2015; Duchek, 2019 Gressgard & Hansen, 2015; Lampel et. al, 2009
Economic sustainability	11	Sugito, 2017; Svensson & Wagner, 2015

3.3 Reliability Tests

A pre-test was conducted using a sample size of 20 to assess the reliability of the instrument. The result registered Cronbach's alpha internal consistency of 0.906-0.946,

which proves that the questionnaire is reliable, consistent, and valid as it is higher than the acceptable rate.

4. RESULTS

Prior to analyzing the data, the four assumptions of linear regression were tested and found to satisfy all conditions of linearity, normality, homoscedasticity, and independence.

The results show that crisis anticipation, sense making in times of crisis, problem solving and learning capabilities, predicted the economic sustainability of SME restaurants in a joint manner ($F=30.61, p<.05$). Further, the result also shows that 56.3% of the variance in economic sustainability can be explained by the six predictors. The adjusted R square is 0.544 which shows that model is not a good fit model as the value is less than 0.60. The rule of thumb is that a “good fit” model is predicted by a minimum of 60 percent variance in dependent variable making the model for the research a good fit by having a value of Adjusted R Square higher than 60 percent.

Table 2: Model summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.750	0.563	0.544		0.194

Predictors: (Constant), crisis anticipation, sense making, problem solving, learning
 Dependent Variable: economic sustainability

Table 3: ANOVA

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	4.620	4	1.155	30.616	0.000a
Residual	3.584	95	0.037		
Total	8.204	99			

Predictors: (Constant), crisis anticipation, sense making, problem solving, learning
 Dependent variable: economic sustainability

As shown in Table 4, sense making beta coefficient value amounts to 0.687 with a significant value of 0.000 which is lower than 0.05, hence sense making was found to have a positive significant effect on economic sustainability. In the study by Irvine and Anderson (2006), smaller firms who are better equipped with sense making and preparedness are most likely to recover sooner from the stresses brought upon by a crisis.

Problem solving amounts to beta coefficient of 0.787 with a significant value of 0.000 which is lower than 0.05, hence problem solving was found to have a positive significant effect on economic sustainability. This finding strengthens the claim of Songhori & Diaz (2018) that problem solving capabilities of a company are dependent on both internal and external factors as the survey contained measures for both. This means that internal bureaucracy and business landscape, or simply problem solving capabilities, play a role in economic sustainability. In a study by Nohira (2020), in cases like the pandemic, risk mitigation would help in problem solving as it would lessen decision-making.

Table 4: Coefficients

Model	Unstandardized coefficients B	Std. Error	Standardized coefficients Beta	t	Sig.
Constant	0.697	0.111		-0.008	0.000
Crisis anticipation	0.542	0.026	0.033	0.127	0.204
Sense making	0.523	0.075	0.687	9.142	0.000
Problem solving	0.599	0.085	0.787	9.181	0.000
Learning	0.523	0.075	0.792	10.044	0.000

Learning capabilities have a beta coefficient of 0.792 with a significant value of 0.000 which is less than 0.05, suggesting that learning positively predicts economic sustainability of SME restaurants. This finding supports the claim of Koronis & Ponis (2018) that learning generates the knowledge that is helpful in the future as the businesses that are part of this study have established a relationship with learning and economic sustainability of their businesses.

Meantime, crisis anticipation amounts to beta coefficient of 0.033 with a significant value of 0.204 which is greater than 0.05, hence crisis anticipation was found to have a negative significant effect on economic sustainability of SME restaurants. The result does not support Wilson's (2016) claim that crisis anticipation may bring a lot of benefits in the end and in this case, economic sustainability of a business.

5. DISCUSSION

The findings show that organizational resilience plays a role in the achieving economic sustainability among SME restaurants. Looking at the individual effect, the findings revealed that restaurants that are equipped with sense making, problem solving and learning capabilities have a positive significance on economic sustainability. However, the ability to anticipate crisis was found to have a negative effect on achieving economic sustainability among selected SME restaurants.

Sense making found to have a significant effect on economic sustainability. The findings corroborate with the studies by Starbucks and Fajourn (2020). Specifically, sense making is considered a factor as it involves the organization's ability to comprehend the situation better which, in turn, helps with the decision-making capabilities and problem-solving ability of an organization. In a study by Christianson and Barton (2021), sense making in the context of the pandemic, people must make sense of huge chunks of information over long periods of time to understand the continuously evolving situation. This highlights the notion of considering the attention capacity of an individual and fatigue resulting from the adjustments to the extraordinary times. Due to these factors, it challenges the ability of an individual to engage himself in sense making. Given the precedents, the same can be said

for organizations as they are composed of people who are also trying to make sense of the pandemic.

The key elements of problem solving included the importance of developing trust on each other's commitment and dedication to the company, collective decision making which involved both the management team and the employees as well as effective internal communication which allowed them to quickly adapt to the evolving crisis and devise new working arrangements on short notice. In the study by Songhori & Diaz (2018), it linked an organization's performance in problem solving on both internal and external factors. Factors such as, but not limited to, information sharing, coordination, imitation, communication structure, individual-level diversity, and trust are to be considered. Problem solving in a company must be able to detect threats, coordinate teams, and respond to the problem to properly solve a problem. However, firms must always be alert in case future problems arise and they may need to repeat their cycle again to get out of an unfavorable position. Instead of always solving problems on the spot, companies can perceive future events, so they have more time to think about their decisions. This allows the business to solve a wide range of problems by always being prepared as preparation mitigates problem solving.

Restaurant management must be able to effectively communicate with everyone involved, both internally and externally. Building on earlier experiences may help organizations to detect and form responses to the slightest deviations. Organizations need to scan their environments broadly and generate a set of contextual interpretations that will allow for better decision-making (Weick & Sutcliffe, 2006). They must ensure that they are flexible and transparent to all members of the organization as it has been emphasized that employees are the backbone of all business operations. Maximizing technology and social media platforms is also a huge advantage for restaurant owners to improve their crisis management efforts which will result in better organizational resilience measures as well as economic resilience. It is also essential to assess their entire operating environment and identify keystone vulnerabilities (McManus et al., 2008).

Learning capabilities are shown to have a significant effect on economic sustainability. Companies need to swiftly adapt to survive. However, the process entailed trial-and-error since the pandemic is unprecedented and there were no existing standard operating procedures at the onset of the crisis. Moreover, since the pandemic is still evolving, restaurant owners continue to be flexible and learn from day-to-day operations. Restaurant owners need to realize the value of collaboration with other players during a crisis. During the pre-pandemic period, companies were looking for growth and competing, while during the pandemic, they focused on survival and had to collaborate with other restaurants to stay viable.

6. CONCLUSION

The study has shed light to the significant effect of organizational resilience towards achieving economic sustainability among the selected SME restaurants in the Philippines. The findings revealed that sense making in times of crisis, ability of an organization to come up with solutions to difficulties, ability of an organization to gain knowledge and insights actively during and after a crisis, play an individual role in achieving economic sustainability among SME restaurants.

Being transparent about financial condition adds to an organizational resilience as it creates a sense of realignment of goals and priorities. When companies invest in digital technology as part of the innovative strategies it facilitates data collection and monitoring of trends which allows them to take an offensive stance and take the necessary and best course of action. Knowledge sharing as an instrument to communicating effectively among internal and external stakeholders bolsters the ability of the restaurant management to reduce the impact of external shocks.

As with most studies, the findings of the study must be seen in the light of some limitations. Crisis anticipation was found to have a negative effect on economic sustainability. This could be explained due to different aspects and perspectives between small and medium enterprises, taking into consideration their size, level of resources, risks, and other challenges. Focusing on a particular firm size may be an alternative to address this weakness. Increasing the sample size to include other SMEs in the accommodation and food sector is another alternative so that the results can be further validated and/or enhance the generalizability and validity of the study. Future researchers may find interest in utilizing relevant explanatory variables such as market readiness, collaboration, and responsiveness to better explain the variance of the dependent variable. Additional research could be done that focuses on a single industry (i.e., automotive, retail, banking, manufacturing) to add dynamics and insights to the linkage between organizational resilience and economic sustainability.

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