

**Resiliency and Sustainability of Tourism Industry in Boracay Island:**

**A Model Analysis**

A Dissertation

Presented to

Faculty of School of Graduate Studies

Central Philippine University

In Partial Fulfillment

of the Requirements for the Degree

Doctor of Management

major in Tourism and Hospitality Management



by

Kuwenya A. Ibisate

December 2023

## Abstract

This descriptive-correlational study analyzed the resiliency and sustainability of the tourism enterprises in Boracay Island, Malay, Aklan, Philippines in 2022-2023 based on the responses of 400 respondents consisting of owners, presidents, managers, chairpersons, and employees of DOT accredited establishments in Boracay Island. Results show that the tourism enterprises in Boracay Island have an average level of organizational resilience. They reported to have set of appropriate responses to all emergencies but feel that their behavioral readiness to respond to internal and external environment is low. Their overall extent of resiliency is average and their enterprise sustainability is high. Their extent of resiliency was found to be significantly related to their extent of sustainability. Resilience, both planned and adaptive, demonstrates a strong correlation with economic, social, environmental, and transversal sustainability, underscoring the interconnectedness of these factors in ensuring the longevity of tourism enterprises. Planned and adaptive resilience versus sociocultural sustainability, emerges as the most robust predictor of resilience and sustainability, indicating the crucial role of sociocultural factors in bolstering overall resilience, elucidating the multifaceted nature of sustainability determinants. Thus, prioritizing both resilience and sociocultural sustainability emerges as pivotal for the resilience and sustainability of tourism enterprises in Boracay Island.

*Keywords: Planned and adaptive resiliency, pillars of sustainability, economic, socio-cultural, environmental and transversal*

## REFERENCES

- Agrawal, R., Wankhede, V. A., Kumar, A., Luthra, S., & Huisingh, D. (2022). Big data analytics and sustainable tourism: A comprehensive review and network-based analysis for potential future research. *International Journal of Information Management Data Insights*, 2(2), 100122. <https://doi.org/10.1016/j.jjime.2022.100122>
- Anderies, J., Folke, C., Walker, B., & Ostrom, E. (2013). Aligning key concepts for global change policy. Robustness, resilience, and sustainability. *Ecology and Society*, 18 (2). <https://doi.org/10.5751/ES-05178-180232>
- ASEAN Policy Brief. (2020, April). Economic impact of COVID-19 outbreak on ASEAN. ASEAN Secretariat.
- APEC (2013). Sustainable Development of Tourism Destinations. Asia Pacific Economic Cooperation
- Bartik, A., Bertrand, M., Cullen, Z., Glaeser, E., Luca, M., & Stanton, C. (2020). How Are Small Businesses Adjusting to COVID-19? Early Evidence from a Survey (No. w26989). *National Bureau of Economic Research*, 1–35.
- Bec, A., McLennan, C., & Moyle, B. D. (2015). Community resilience to long-term tourism decline and rejuvenation: A literature review and conceptual model. *Current Issues in Tourism*. <http://dx.doi.org/10.1080/13683500.2015.108353>

- Bec, A., Moyle, B., & Moyle, C. (2018). Resilient and Sustainable Communities. *Sustainability*, 10(12), 4810. <https://doi.org/10.3390/su10124810>
- Becken, S. (2013). Developing a framework for assessing resilience of tourism sub-systems to climatic factors. *Annals of Tourism Research*, 43, 506–528.
- Berbés-Blázquez, M. & Scott, D. (2017). The development of resilience thinking. *Tourism and resilience*. (pp.9-22). CABI Wallingford.
- Biggs, D., Hall, C., & Stoeckl, N. (2012). The resilience of formal and informal tourism enterprises to disasters: reef tourism in Phuket, Thailand. *J. Sustain. Tour.* 20 (5), 645–665.
- Bosak, K. (2016). Tourism, Development, and Sustainability. In S. McCool & K. Bosak (Eds.), *Reframing Sustainable Tourism: Environmental Challenges and Solutions* (Vol. 2, pp. 33-44). Springer. <https://doi.org/10.4103/0972-4923.79198>
- Bogahawatee, C. (2023). Socio-Cultural Impacts of Tourism/Jessie Go. *Academia.edu*.
- Burgos Jr., N. P. (2020, May 19). Boracay sinks in pandemic. *Inquirer.net*.  
<https://newsinfo.inquirer.net/1276273/boracay-sinks-in-pandemic>
- Burnard, K., Bhamra, R. (2011). Organizational resilience: Development of a conceptual framework for organisational responses. *Int. J. Prod. Res.* 49 (18), 5581–5599.

- Burnett, M. & Johnston, T. (2020). Brexit anticipated economic shock on Ireland's planning for hospitality and tourism: resilience, volatility and exposure. *Tourism Review*, 75 (3),595-606.
- Butler, R. (Ed.). (2017). *Tourism and resilience*. CABI Publishing.
- Calanog, L. A., Reyes, D. P. T., & Eugenio, V. F. (2012). Making ecotourism work. A manual on establishing Community-based Ecotourism Enterprise (CBEE) in the Philippines. Makati City: Philippines Office, Japan International Agency.
- Cheer, J., & Lew, A. (2017). Understanding tourism resilience: Adapting to social, political, and economic change. In *Understanding Tourism Resilience* (pp. 1-14). Springer. [https://link.springer.com/chapter/10.1007/978-3-319-51562-5\\_1](https://link.springer.com/chapter/10.1007/978-3-319-51562-5_1)
- Chen, F., Xu, H., & Lew, A. A. (2020). Livelihood resilience in tourism communities: The role of human agency. *Journal of Sustainable Tourism*, 28(4), 606–624.
- Cochrane, J. (2010). The Sphere of Tourism Resilience. *Tourism Recreation Research*, 35(2), 173–185. <https://doi.org/10.1080/02508281.2010.11081632>
- Cortina, J. M. (1993). What is coefficient alpha? An examination of theory and applications. *Journal of Applied Psychology*, 78, 98-104.
- Cox, L. J., & Cusick, J. (2006). *What is Sustainable Development?*

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16, 297-334.

Cruz, Z. L. (2013). *Principles of Tourism Part II*. Manila, Philippines.

Cruz, Z. L. (2005). *Principles of Tourism (Updated Edition)*. Manila, Philippines.

Curtale, R., Batista E Silva, F., Proietti, P., & Barranco, R. (2023). Impact of COVID-19 on tourism demand in European regions—An analysis of the factors affecting loss in number of guest nights. *Annals of Tourism Research Empirical Insights*, 4(2), 100112. <https://doi.org/10.1016/j.annale.2023.100112>

Datta, S. (2018). *Sampling Methods*. 10.13140/RG.2.2.22856.57605

Dias, Á. L., Cunha, I., Pereira, L., Costa, R. L., & Gonçalves, R. (2022). Revisiting Small- and Medium-Sized Enterprises' Innovation and Resilience during COVID-19: The Tourism Sector. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(1), 11. <https://doi.org/10.3390/joitmc8010011>

Dahles, H., & Susilowati, P. (2013). Entrepreneurship in the informal sector: The case of the Pedicab Drivers of Yogyakarta, Indonesia. *Journal of Small Business & Entrepreneurship*, 26(3), 241–259.

Dahles, H., & Susilowati, T. (2015). Business resilience in times of growth and crisis. *Annals of Tourism Research*, 51(1), 34–50.

DTI (Department of Trade and Industry). (2019). Defining Micro, Small and Medium Enterprises (MSME's). Department of Trade and Industry.

DOLE (Department of Labor and Employment) (2020). Aklan.

DOT (Department of Tourism). (2020). Updated RA 9593 and IRR.

Duchek, S. (2020). Organizational resilience: A capability-based conceptualization.

*Business Research*, 13(1), 215–246. <https://doi.org/10.1007/s40685-019-0085-7>

Ekka, B., Gaurav, D., Aarif, M., & Alalmal, A. (2023). Unveiling the Significance of Sustainability in Tourism: Environmental Conservation, Socioeconomic development, and Destination Resilience.

Espiner, S., & Becken, S. (2014). Tourist towns on the edge: Conceptualising vulnerability and resilience in a protected area tourism system. *Journal of Sustainable Tourism*, 22, 646-665.

Espiner, S., Orchiston, C., & Higham, J. (2017). Resilience and sustainability: A complementary relationship? Towards a practical conceptual model for the sustainability–resilience nexus in tourism. *Journal of Sustainable Tourism*, 25(10), 1385–1400. <https://doi.org/10.1080/09669582.2017.1281929>

Farrell, B. H., & Twining-Ward, L. (2004). Reconceptualizing Tourism. *Annals of Tourism Research*. Advance online publication.

<https://doi.org/10.1016/J.Annals.2003.12.002>

- Faulkner, B. (1999). Tourism disasters: Towards a generic model (Work-in-progress Report 6). Queensland, Australia: CRC for Sustainable Tourism.
- Faulkner, B., Vikulov, S. (2001). Katherine, washed out one day, back on track the next: a post-mortem of a tourism disaster. *Tour. Manage.* 22 (4), 331–344
- Gössling, S., Scott, D., & Hall, C. M. (2021). Pandemics, tourism and global change: A rapid assessment of COVID-19. *Journal of Sustainable Tourism*, 29(1), 1–20.
- Gumus, F., Eskin, I., Veznikli, A. N., & Gumus, M. (2007). Availability of rural tourism for Gallipoli villages: The potentials and attitudes. International Tourism Biennial Conference, turkey (p.157).
- GutCheck. (2017). Predictive Analytics and Regression Models Explained (gutcheckit.com).
- Hall, C.M., & Boyd, S. (2005). Nature-based tourism in peripheral areas: Introduction. In C.M. Hall & S. Boyd (Eds.). *Nature-based tourism in peripheral areas: Development or disaster?* (pp. 3-18). Clevedon, Channel View Publications.
- Harrison, 2008. Pro-poor tourism: a critique. *Third World Quarterly*, 29 (5), 851-868.
- Hernan, M.A, Hsu, J., & Healy, B. (2019). A Second Chance to get Causal Inference Right: A Classification of Data Science tasks. *CHANCE*, 32(1), 42-49.

Högberg, K. (2021). Between hope and despair sensegiving and sensemaking in hotel organizations during the COVID-19 crisis. *Journal of Hospitality and Tourism Management*, 49, 460–468. <https://doi.org/10.1016/j.jhtm.2021.10.002>

Hynes, W., Lees, M. & Mueller, J-M. (2020). Systemic Thinking for Policy Making: The Potential of Systems Analysis for Addressing Global Policy Challenges in the 21st Century. 10.1787/879c4f7a-en

IATF (2020). Inter-Agency Task Force for the Management of Emerging Infectious Diseases *Omnibus Guidelines on the Implementation of Community Quarantine in the Philippines. Omnibus Guidelines on Community Quarantine with Amendments as of June 03, 2020 | 25.*

ILO. (2020, April 24). COVID-19 and employment in the tourism sector: Impact and response in Asia and the Pacific. International Labour Organization.

Ingirige, M., Jones, K., & Proverbs, D. (2008). Investigating SME Resilience and Their Adaptive Capacities to Extreme Weather Events: A Literature Review and Synthesis. <http://usir.salford.ac.uk/id/eprint/18262/1/SMEs.pdf>

Jiang, Y., Ritchie, B., & Verreynne, M. (2019). Building tourism organizational resilience to crises and disasters: A dynamic capabilities view. *International Journal of Tourism Research*, 21(6), 882–900.

Johnston, R. J., & Tyrrell, T. J. (2005). A Dynamic Model of Sustainable Tourism.

*Journal of Travel Research*, 44(2), 124–134.

<https://doi.org/10.1177/0047287505278987>

Kendra, James M., and Tricia Wachtendorf. 2003. Elements of Resilience after the World Trade Center Disaster: Reconstituting New York City's Emergency Operations Center. *Disaster* 27: 7-53.

Khalid, U., Okafor, L. E., & Burzynska, K. (2021). Does the size of the tourism sector influence the economic policy response to the COVID-19 pandemic? *Current Issues in Tourism*, 1-20. <https://doi.org/10.1080/13683500.2021.1874311>

Koronis, E.; Ponis, S. (2018). Better than before: The resilient organization in crisis mode. *J. Bus. Strategy*, 39, 32–42.

Lee, T. H., Jan, F.-H., & Liu, J.-T. (2021). Developing an indicator framework for assessing sustainable tourism: Evidence from a Taiwan ecological resort. *Ecological Indicators*, 125, 107596. <https://doi.org/10.1016/j.ecolind.2021.107596>

Lee, A. V., Vargo, J., & Seville, E. (2013). Developing a Tool to Measure and Compare Organizations' Resilience. *Natural Hazards Review*, 14(1), 29–41. [https://doi.org/10.1061/\(ASCE\)NH.1527-6996.0000075](https://doi.org/10.1061/(ASCE)NH.1527-6996.0000075)

Lew, A. (2014). Scale, change and resilience in community tourism planning. *Tourism Geographies*, 16(1), 14-22.

Lew, A.A., Ng, P.T., Ni, C. (Nickel), Wu, T. (Emily). (2016). Community sustainability and

resilience: similarities, differences and indicators. *Tour. Geographies*. 18:18–27.  
<https://doi.org/10.1080/14616688.2015.1122664>

Li, B., Zhong, Y., Zhang, T., & Hua, N. (2021). Transcending the COVID-19 crisis: Business resilience and innovation of the restaurant industry in China. *Journal of Hospitality and Tourism Management*, 49, 44–53.  
<https://doi.org/10.1016/j.jhtm.2021.08.024>

Linnenluecke, M. K. (2017). Resilience in Business and Management Research: A Review of Influential Publications and a Research Agenda. *International Journal of Management Reviews*, 19, 4-30.

Luthans F., Youssef C. M., Avolio B. J. (2007). *Psychological capital*. Oxford: Oxford University Press

Malay Tourism Development Plan. (2018).

Malay Tourism Crisis Management Plan. (2020.) Crisis Management Course for Tourism Officers and Staff.

Municipal Tourism of Malay. (2020)

Municipal Tourism of Malay. (2021)

McBurney, D. & White, T. (2009). *Research Methods*. New York, NY: Cengage Learning.

McCool, S., Butler, R., Weaver, D., & Wheeler, B. (2013). Is the concept of sustainability utopian, ideally perfect impracticable? *Tourism Recreation Research*, 38, 213-242.

McKersher, B. (1999). A chaos approach to tourism. *Tourism Management*, 20(4), 425-434

McMannus, S., Seville, E., Vargo, J., & Brunsdon, D. (2008). A facilitated process for improving organizational resilience. *Natural Hazards Review*, 9(2), 81-90.

Miksza, P., Shaw, J. T., Richerme, L. K., Hasj, P.M., Hodges, D.A., & Parker, E.C. (2023). Quantitative Descriptive and Correlational Research. 241–C12P143. <https://doi.org/10.1093/oso/9780197639757.003.0012>

Mithani, M. A. (2020). Adaptation in the face of the new normal. *Academy of Management Perspectives*, 34(4), 508–530

Mohd Rasdi, A. L., Mat Som, A. P., Azinuddin, M., Muhamad Nasir, M. N., & Abd Hadi Khan, N. F. (2022). local community perspective on responsible tourism and destination sustainability. *planning malaysia*, 20. <https://doi.org/10.21837/pm.v20i22.1143>

Nadalipour, Z., Imani Khoshkhoo, M. H., & Eftekhari, A. R. (2019). An integrated model of destination sustainable competitiveness. *Competitiveness Review*, 29(4), 314–335. <https://doi.org/10.1108/CR-12-2017-0086>

Neto F. (2003). A new approach to sustainable tourism development: Moving beyond environmental protection. *Natural Resources Forum* 27(3): 212–222.

Nicholson, N. & Payne, R. (1987). Absence from Work: Explanations and Attributes. *Applied Psychology: An International Review*, 36 (2), 121-132.

Nilakant, V., Walker, B., van Heugen, K., Baird, R., & De Vries, H. (2014). Research note: Conceptualising adaptive resilience using grounded theory. *New Zealand Journal of Employment Relations*, 39(1), 79–86.

OECD. (2020). *OECD Tourism Trends and Policies 2020*.  
<https://doi.org/10.1787/6b47b985-en>

OECD. (2021). *Teleworking in the COVID-19 Pandemic: Trends and Prospects*.  
<https://www.oecd.org/coronavirus/policyresponses/teleworking-in-the-covid-19-pandemic-trends-and-prospects-72a416b6>.

Okafor, L., Khalid, U., & Gopalan, S. (2022). COVID-19 economic policy response, resilience and tourism recovery. *Annals of Tourism Research Empirical Insights*, 3(2), 100073. <https://doi.org/10.1016/j.annale.2022.100073>

Oksanen A., Oksa R., Savela N., Mantere E., Savolainen I., Kaakinen M.  
(2021a). COVID-19 crisis and digital stressors at work: a longitudinal study on the finnish working population. *Comput. Hum. Behav.* 122, 106853.

- Orchiston, C. (2013). Tourism business preparedness, resilience and disaster planning in a region of high seismic risk: The case of the Southern Alps, New Zealand. *Current Issues in Tourism*, 16(5), 477-494.
- Orchiston, C., Prayag, G., & Brown, C. (2016). Organizational resilience in the tourism sector. *Annals of Tourism Research*, 56(1), 145–148.
- Perera, P., Jayakody, C., Jayapali, U., & Newsome, D. (2023). Challenges and opportunities for the resumption of nature tourism in post-pandemic Sri Lanka. *International Journal of Geoheritage and Parks*, 11(2), 234–246.  
<https://doi.org/10.1016/j.ijgeop.2023.03.001>
- Philippine Statistics Authority. (2020a). Share of tourism to GDP is 12.7 percent in 2019. Retrieved November 18, 2020, from <https://psa.gov.ph/tourism/satellite-accounts/id/162606>
- Philippine Statistics Authority. (2020). Census of Population and Housing 2020.
- Prideaux, B., Laws, E., & Faulkner, B. (2003). Events in Indonesia: exploring the limits to formal tourism trends forecasting methods in complex crisis situations. *Tourism Management*, 24(4), 475–48
- Reddy, M. V., Boyd, S. W., & Nica, M. (2020). Towards a post-conflict tourism recovery framework. *Annals of Tourism Research*, 84, 102940.  
<https://doi.org/10.1016/j.annals.2020.102940>

Reyes, C. M., Albert, J. R. G., Quimba, F. M. A., Ortiz, M. K. P., & Asis, R. D. (2018). The Boracay Closure: Socioeconomic Consequences and Resilience Management. *Philippine Institute for Development Studies*.

Ribeiro, G., & Cherobim, A. P. M. S. (2017). Environment and innovation: Discrepancy between theory and research practice. *RAI Revista de Administração e Inovação*, 14(1), 30–40.

Ritter, T., & Pedersen, C. L. (2020). Analyzing the impact of the coronavirus crisis on business models. *Industrial Marketing Management*, 88, 214–224.

Ruiz-Ballesteros, E. (2011). Social–ecological resilience and community-based tourism: An approach from Agua Blanca, Ecuador. *Tourism Management*, 32(3), 655–666.

Sakurai, M., & Chughtai, H. (2020). Resilience against crises: COVID-19 and lessons from natural disasters. *European Journal of Information Systems*, 29(5), 585–594.  
<https://doi.org/10.1080/0960085X.2020.1814171>

Saarinen, J. & Gill, A. (2018). Tourism, resilience, and governance strategies in the transition towards sustainability: Governance Strategies in the Transition towards Sustainability in Tourism. *Resilient Destinations and Tourism* (pp.15-33).

Schianetz, K., Kavanagh, L. & Lockington, D. (2007). The Learning Tourism Destination: The potential of a learning organisation approach for improving the sustainability of tourism destinations. *Tourism Management* 28 (2007) 1485–

1496.

Schönherr, S., Peters, M., & Kuščer, K. (2023). Sustainable tourism policies: From crisis-related awareness to agendas towards measures. *Journal of Destination Marketing & Management*, 27, 100762.

<https://doi.org/10.1016/j.jdmm.2023.100762>

Sedgwick, P. (2014). Cluster Sampling. *BMJ*, 348. 10.1136/bmj.g1215

Selic, B., & Sebastien, G. (2013). Modeling and Analysis of Real-Time and Embedded Systems with UML and MARTE. *JOUR* 287.

Seville, E., Brunsdon, D., Dantas, A., Le Masurier, J., Wilkinson, S., & Vargo, J. (2008). Organizational resilience: Researching the reality of New Zealand organizations. *Business Continuity and Emergency Planning*, 2(20), 358-366.

Seville, E., Brunsdon, D., Dantas, A., Le Masurier, J., Wilkinson, S., and Vargo, J. (2008). Organisational resilience: Researching the reality of New Zealand organisations. *Business Continuity Emergency Planning*, 2(2), 258-266.

Sheate, W. (2001). Main report European Commission Contract No.B43040/99/136634/MAR/B4 Imperial College Consultants' Icon.

Shmueli, G. (2010). To Explain or To Predict? *Statistical Science*. 25(3), 289-310.

Smit, B., & Wandel, J. (2006). Adaptation, adaptive capacity and vulnerability. *Global Environmental Change*, 16(3), 282–292.

Sobaih, A. (2018). Human resource management in hospitality firms in Egypt: Does size matter? *Tourism and Hospitality Research*, 18(1), 38–48.

Stephenson, A., Vargo, J., and Seville, E. (2010). Measuring and comparing organisational resilience. *Austral.J. Emerg. Manage.* 25(2), 27-3.

Sun, Y.-Y., Sie, L., Faturay, F., Auwalin, I., & Wang, J. (2021). Who are vulnerable in a tourism crisis? A tourism employment vulnerability analysis for the COVID-19 management. *Journal of Hospitality and Tourism Management*, 49, 304–308.  
<https://doi.org/10.1016/j.jhtm.2021.08.014>

Sun, Y.-Y., Li, M., Lenzen, M., Malik, A., & Pomponi, F. (2022). Tourism, job vulnerability and income inequality during the COVID-19 pandemic: A global perspective. *Annals of Tourism Research Empirical Insights*, 3(1), 100046.  
<https://doi.org/10.1016/j.annale.2022.100046>

Supardi, S. & Syamsul, H. (2020). New Perspective on the Resilience of SMEs Proactive, Adaptive, Reactive from Business Turbulence: A Systematic Review. *Journal of Xi'an University of Architecture and technology*, Volume XII, 4068-4076.

Sydnor-Bouso, S. (2009). Assessing the impact of industry resilience as a function of community resilience: The case of natural disasters. Ph.D. dissertation, The Ohio State University, United States – Ohio. *Dissertations & Theses @ CIC Institutions*.

(Publication No. AAT 3378243).

Sydnor-Bouso, S., Stafford, K., Tews, M., & Adler, H. (2011). Toward a Resilience Model for the Hospitality & Tourism Industry. *Journal of Human Resources in Hospitality & Tourism*, 10(2), 195–217.

<https://doi.org/10.1080/15332845.2011.536942>

Tanguay, G.A., Rajaon, J. & Therrien, M. (2012). Sustainable tourism indicators selection criteria for policy implementation and scientific recognition. *Journal of Sustainable Tourism*.

Tarba, S.Y.; Cooper, S.C.L.; Ahammad, M.F.; Khan, Z.; Rao-Nicholson, R. (2019). Resilience in Organizations: An Editorial. *Appl.Psychol*.68, 579-582.

Tourism Guidebook for Local Government Units (2017). Revised Edition by DOT, DILG, DENR & DAP.

Trousdale, W. J. (1999). Governance in context: Boracay Island, Philippines. *Annals of Tourism Research*, 26(4), 840–867.

Tyrrel, T. J., & Johnston, R. J. (2008). Tourism sustainability, resiliency and dynamics: Towards a more comprehensive perspective. *Tourism & Hospitality Research*, 8 (1), 1-17.

UNEP (2020). *UNEP environmental, social and sustainability framework/UNEP – UN Environment Programme*.

UNWTO/UNEP (2005), "Making Tourism More Sustainable – A Guide for Policy Makers".

<http://www.unep.fr/shared/publications/pdf/DT1x0592xPA-TourismPolicyEN.pdf>

UNWTO. (2020a). *Covid-19 and tourism - assessing the economic consequences*.

World Tourism Organization.

UNWTO. (2020a). *How are countries supporting tourism recovery?* World Tourism Organization.

UNWTO. (2020d). *International tourism down 70% as travel restrictions impact all regions*. World Tourism Organization.

UNWTO. (2021). *Glossary of tourism terms*. United Nation World Tourism Organization.

<https://www.unwto.org/glossary-tourism-terms>.

UNWTO. (2021). *World Tourism Barometer and Statistical Annex*. Volume 19, Issue 1, January 2021.

Venturini, B. (2020, November 27). *Sustainability in Tourism: The Socio-Cultural Lens*.

*Hospitality Insights*. Retrieved from <https://hospitalityinsights.ehl.edu/sustainability-tourism>

WCED (World Commission on Environment and Development). (1987). *Our common future*, Oxford: Oxford University Press.

World Tourism Organization (UNWTO) & United Nations Development Programme (UNDP). (2017). *Tourism and the Sustainable Development Goals – Journey to 2030*. World Tourism Organization (UNWTO).  
<https://doi.org/10.18111/9789284419401>

WTTC (World Travel and Tourism Council). (1998). *Agenda 21 for the travel and tourism industry—towards environmentally sustainable development*. London.

Wrzalik, A., Sokołowski, A., & Niedbał, R. (2023). Adapting Remote Working in Large Enterprises in the Era of the COVID-19 Pandemic. *Procedia Computer Science*, 225, 3040–3048. <https://doi.org/10.1016/j.procs.2023.10.297>

Xiao, L. & Cao, H. (2017). Organizational Resilience: The Theoretical Model and Research Implication. *ITM Web of Conferences*, 12. 04021.

Yap, T. (2020, March 11). 40-percent slump in Boracay tourist arrivals recorded due to COVID-19 scare. *Manila Bulletin*. <https://mb.com.ph/2020/03/11/40-percent-slump-in-boracay-tourist-arrivals-recorded-due-to-covid-19-scare>

Zhang, J., Inbakaran, RJ, & Jackson, M. (2006). 'Understanding community attitudes towards tourism and host-Guest interaction in the urban-rural border region', *Tourism Geographies*, vol. 8, no. 2, pp. 182-204.

Zhao, W. (2009). The nature and roles of small tourism businesses in poverty alleviation: Evidence from Guangxi, China. *Asia Pacific Journal of Tourism Research*, 14(2), 169–182.

Zulhibri, M., & Sinay, J. B. (2020). *Assessing ASEAN Economic Policy Responses in a Pandemic.*