

# Business Resiliency of Travel Agencies in the Volatile, Uncertain, Complex, and Ambiguous (V.U.C.A) World

JANNYLE M. OLAÑO

<https://orcid.org/0000-0002-7608-2343>

olanojannyle@gmail.com

Bicol College

Daraga Albay, Philippines

Originality: 100% • Grammarly: 100% • Plagiarism: 0%



This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/).

---

## ABSTRACT

Today, we live in a VUCA world, which stands for Volatility, Uncertainty, Complexity, and Ambiguity, raised to the third power. That is because of current changes in the world, such as social, business, financial and economic, technological, cultural, and educational changes. The purpose of this research is to attempt to develop a concept for organizational resilience in the face of economic change for travel agencies in the 2nd district of Albay. The study used a mixed-method research design to determine the perceptions of both owners and their employees, while five-point indicators were provided in the different areas to determine the respondents' business resiliency practices with the aid of the Likert scale. The analyzed data of the travel agency believed "slightly agree" on the business resiliency when the practice is exceedingly observed and predominantly exercised along with the services delivery platform (4.61), sales and marketing (4.21), human resource (4.23), financial

management (4.32), and safety and security (4.69). Furthermore, all the above-mentioned variables were tabulated t at 1% and had a value of 10.48. Therefore, it is proposed that there are still necessary actions and resolutions to be made in order to be ready to further enhance the business resiliency of the VUCA World under this study. In this light, more effective management skills and strategies are required in order to address the identified challenges of the respondents. The travel agency owners must have a strategic model that will guide them in achieving their goals and sustaining their business.

**Keywords** — tourism, business resiliency, practices, mixed method design, VUCA World, travel agency, Philippines

## INTRODUCTION

No industry has been able to avoid global disruption. A pandemic, the war in Ukraine, global supply chain disruptions, and high fuel prices continue to wreak havoc on businesses, large and small (Greengard, 2022). Today, we live in a VUCA world, which stands for Volatility, Uncertainty, Complexity, and Ambiguity, raised to the third power. That is because of current changes in the world, such as social, business, financial and economic, technological, cultural, and educational changes. The increasing incidence and intensity of natural disasters and climate change have a distinct impact on the environment and vice versa and must therefore be seen as an integrated whole (Wright et al., 2022).

Travel and tourism are often referred to as the ‘world’s largest industry and the ‘world’s fastest-growing industry. It is also a very dynamic industry that has had to respond to a wide range of factors outside its control. In the last decade, the growth of international terrorism, the increased use of the internet and other forms of technology to book flights and accommodation, and the growing awareness of climate change, as well as the environmental impact of increased air travel, have all affected the way in which the travel and tourism industry operates (Lillejord, 2017).

In the tourism industry, digitalization provides opportunities for SMEs to broaden their market reach, grow, improve operational efficiencies, and sharpen their competitive edge. Collectively, it can also aid in the development and customization of product offerings, the improvement of destination connectivity, the generation of data to track performance, and

the improvement of destination management (Dredge et al., 2019). We are welcoming the Digital Era in a much-accelerated way. Innovation and entrepreneurship have undergone substantial changes over the past ten or so years as a result of the rise of a variety of powerful and innovative digital technologies, platforms, and infrastructures. These changes have broad organizational and policy ramifications (Nambisan et al., 2019).

The main goal of digital transformation is to reorganize organizational operations using digital technologies, resulting in advantages like increased productivity, lower costs, and innovation. It also holds implications at broader regional/national and societal levels with the potential to inform policymaking entities and other stakeholders. Many organizations believe they must either adapt to the changing market forces driven by digitization or face extinction and indicate how existing companies may need to radically transform themselves to succeed in the emerging digital world (Dexeus, 2019).

One of the first industries to be severely impacted by the pandemic was the tourism industry, as measures taken to contain the virus resulted in a nearly total cessation of travel worldwide. Almost all the countries around the world felt it. From large businesses down to small ones, none were exempted. It all went down, which caused the country's economy to fall. Numerous businesses in the hospitality, travel, aviation, automotive, and non-food retail segments have been seriously crippled since COVID-19 went on the rampage. These businesses must manage the short-term pressures of rationalizing costs, motivating a depleted workforce, balancing pay cuts with poor sales, maintaining service levels, and negotiating with unyielding creditors while maintaining the capacity to recover quickly when things turn around. This is because these businesses have gone from an initial shock to survival and are now in the recovery phase. Without question, some businesses have prospered while others have suffered greatly (Zhong et al., 2021).

The initial 'lockdown' in Albay, beginning on 16 March 2020, saw flights grounded and tourism and hospitality businesses closed. Upon the gradual easing of restrictions, these businesses had to adapt to new social distancing and capacity guidelines, operating curfews, and endless lockdowns resulting in falling revenues, job losses, and widespread uncertainty, which is expected to endure. The tourism industry in Albay was struggling to recover from the significant revenue losses it incurred due to the coronavirus disease (COVID-19) pandemic. According to Dorothy Colle, PTCAO chief said that

the province's tourism and hotel industry lost PHP500 million during the first half of the year due to the government declaring community quarantine guidelines a health measure to stop and prevent the spread of the virus. The pandemic has had a negative impact on the industry, which is a major driver of economic activity in the province.

In the 2020 annual report of the Albay Provincial Tourism, Culture, and Arts Office (PTCAO), the COVID-19 Pandemic was the primary reason that nearly all of PTCAO's programs, projects, and activities were not carried out for the year 2020. To begin, despite preliminary meetings and the approval of proposals and budgets, the celebration of the Magayon Festival 2020 was canceled until further notice. The Governor had no choice but to implement the Department of Interior Local Government's (DILG) Official Advisory on the postponement of activities due to the threat of COVID-19, issued last March 10, 2020. Apart from that, no tourism activities were carried out due to the month-long total lockdown.

PTCAO decides to promote tourism through "Albay Muna, Albay Naman!" through social media, "Safety Tourism" has emerged amid the COVID-19 pandemic. The goal of this platform is to continue tourism promotion to encourage local tourists to visit various attractions in Albay. The Virtual Tourism Campaign gained overwhelming support from the Albayanos, using the hashtag #AlbayMunaAlbayNaman, and with that, it was an effective way of promoting Tourism in Albay.

For the past two years, the world faces a great turmoil, and tourism activities in Albay are now back in almost full swing, from the re-opening of museums, hotels, resorts, and local parks to nature exploration (ATV or all-terrain vehicle rides, island-hopping, and hiking trails). In addition to that, Albay now can be so much easier to visit and be experienced by having the Bicol International Airport located in Daraga, Albay. The Bicol International Airport is dubbed the most scenic gateway among all the airports in the country, for it features the iconic, perfectly cone-shaped Mayon Volcano as its majestic backdrop. This has now also made Albay the country's Pacific gateway. With the reopening of the tourism industry, health standards are still observed and always practiced.

Yesterday's models and best practices are no longer viable, but this study will aid travel agency owners in implementing a variety of coping strategies to adapt, survive, and eventually thrive in a new stage of learning and growth. This research aims to generate ideas for business resilience in economic

disruption. An in-depth analysis of what factors can be improved to maintain business resilience is required.

## FRAMEWORK

This study is founded on the perspectives and theories of well-known authorities, all closely related to the current study. There are three (3) significant theories that supported the study. These are: (a) the Theory of Resilience, (b) the Theory of Change by Weiss, and (c) the Contingency Theory of Leadership by Fred Fiedler. Theories were vital considerations in any study.

Organizations must build their resilience to deal with unforeseen events, recover from crises, and promote future success in highly volatile and uncertain times. More understanding is needed, in particular, of the conditions that promote the development of organizational resilience and its constituent organizational capabilities. While the resilience concept has a long tradition in some disciplines (especially psychology), it is relatively new in business and management research (Duchek, 2020). Linnenluecke's (2017) review reveals that there are various study streams that make up this field's research on organizational resilience, employee strengths, business model adaptability, and design principles that lessen supply chain vulnerabilities. Each of these study strands has created its own resilience definitions, conceptualizations, and metrics.

According to resilience theory, how we respond to adversity rather than its actual characteristics matters most. Resilience aids us in overcoming adversity, bad luck, or frustration. In the face of adversity and its aftermath, it aids us in surviving, recovering, and even thriving, but that is not all there is to it. According to Suriyankietkaew (2019), the application of resilience in the field of organization studies has been found in a variety of areas, such as crisis and disaster management, sustainable organizations, and corporate sustainability literature. In an organizational setting, resilience is said to help organizational members to keep their hope up high and strong in a tough period (Kim, 2020).

Another theory related to the current study is the Contingency Theory, which states that different group situations call for different leadership styles. To attain group effectiveness, an organization must construct employment conditions to match a leader's characteristics, as leaders have a generally fixed

leadership style (Ward et al., 2021). The Contingency Theory's fundamental element is that there is no best way to lead an organization. There are too many internal and external limitations that will change the truly best way to lead in each circumstance. In other words, the most appropriate course of action will depend entirely on the current situation (Brooks, 2004).

In relation to the current study, the theory of resilience and contingency can be beneficial to travel agency owners in practicing business resiliency because it implies toughness, strength, persistence, and a positive perspective of adversity, all of which aid organizational members in enduring the disadvantages of the conditions and restarting their activities with a high degree of optimism and resilience.

In addition, the study was also anchored on the Theory of Change by Weiss (1995) defined how quite simply and elegantly as a theory of how and why an initiative works. The theory of change describes how an initiative's shorter-, intermediate-, and longer-term results are caused by other factors, thus explaining how change occurs. The "outcomes pathway" is a map of the detected changes that depicts the chronological flow, feedback loops, and logical relationships between each outcome and the others. "Rationales," or justifications for why one consequence is regarded to be necessary for another, are used to explain how the outcomes are related to one another. The Theory of Change's originality resides in two areas: (1) distinguishing between intended and actual outcomes and (2) forcing stakeholders to model their desired outcomes prior to choosing how to intervene to bring about those outcomes.

The theory was applicable to the present study as it discusses ways needed to adapt to unforeseen circumstances and provide plans for these challenges. In today's rapid changes due to economic disruptions, travel agency owners need to come up with effective and efficient strategies to adopt in their companies and to sustain business operations.

To further understand the discussion cited above, below is the paradigm of the study on the Business Resiliency of Travel Agencies in the Volatile, Uncertain, Complex, and Ambiguous (V.U.C.A) World.

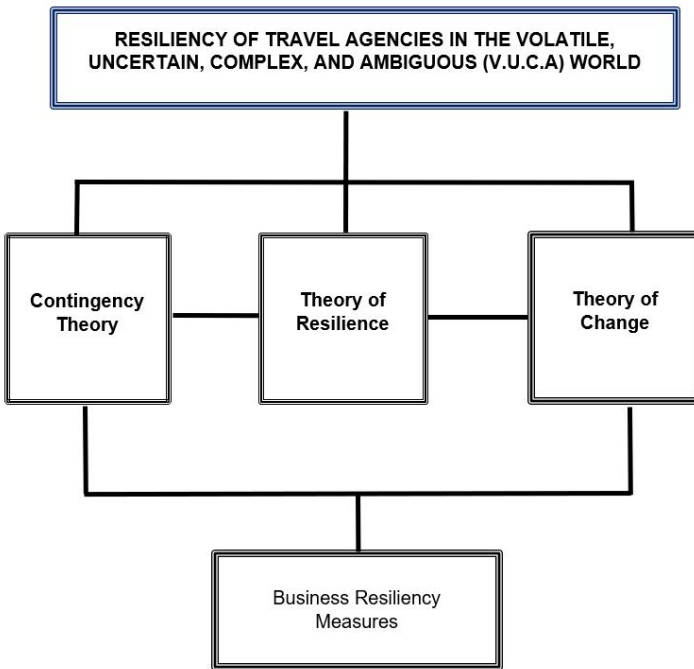


Figure 1. Paradigm of the Study

## OBJECTIVES OF THE STUDY

The main objectives of the study are to (1) determine the Business Resiliency of Travel Agencies in Albay, (2) identify the Business Resiliency Practices of Travel Agencies in Albay along with Service Delivery Platform, Sales and Marketing, Human Resource Management, Financial Management, Safety, and Security, (3) determine the challenges encountered during Economic Destructions by the Travel Agencies in Albay along the above variables and (4) recommend business resiliency measures of Travel Agencies in Albay to drive during Economic Disruption.

## METHODOLOGY

### Research Design

The study used a documentary and descriptive research design, and it presented the data in textual, tabular, and semi-structured interview formats. Moreover, it presented a thorough presentation of the data to describe the study's variables. A mix of qualitative and quantitative research methods was used to determining the outcome of the study. In-depth interviews with safe physical distancing with the travel agency owners were done. Survey questionnaires were likewise utilized in gathering the data for the study.

### Research Site

The research is conducted in the province of Albay, specifically in the second district. The location was selected by the researcher mostly because she finds the area to be interesting because of the increase in the number in terms of tourism and accredited travel agencies. Additional considerations that influenced the choice of this study site include the availability of data and its proximity to the researcher's location.

### Research Respondents

The respondents of the study were the owners of travel agencies in the 2nd District of Albay that are DOT-certified primary tourism, as required by RA 9593 or the Tourism Act of 2009 requires tourism enterprises such as hotels, resorts, inns, and other accommodation establishments, to secure accreditation from the DOT for the issuance of a license or permit to operate.

### Sources of Data

The study used two kinds of data: primary and secondary data. The researcher gathered the primary data from the respondents through the survey questionnaires. In-depth interviews and distribution of survey questionnaires to the travel agency owners. The secondary sources of data were sourced from related magazines, the internet, books, and unpublished undergraduate theses and dissertations as references to this study.

### Instrumentation

The researcher used structured survey questionnaires to gather primary data. There were three (3) parts to the questionnaire. Part one focused on



the business resiliency practices of the travel agencies, and Part Two focused on the challenges encountered during the pandemic. Lastly, Part Three was a follow-up, or a guided question wherein respondents could express their opinions. The observation guide of the researcher was also used as supportive data to the information provided by owners in the survey questionnaires that were given out. One-on-one interviews with the owners were also taken into account to serve as validation to the data.

### **Data Gathering Procedures**

After the questionnaires were reviewed and amended, data collection began. To conduct a study, the researcher obtained a request for a list of accredited travel agencies in the 2nd District of Albay from the Department of Tourism. The adviser took notice of the researcher's letter request for permission to perform the research, which was likewise written. Upon the given list from the DOT, which has twenty (20) accredited travel agencies, the researcher was only able to obtain 13 respondents due to changes in the address of their businesses because of the pandemic that led to the temporarily closed their businesses.

The survey was distributed face-to-face and used Google Forms for those businesses that were not able to reach out, which is a network-based platform that allows users to collect and retrieve data as well as for respondents to answer the questionnaire.

To ease the extraction of the data from the respondents, the study's goal was thoroughly explained to them beforehand so they would be aware and ready to participate in the interview and questionnaire without hesitation. The researcher informed all responders that their information would be kept private and highlighted that it would only be utilized for this research.

### **Sampling Technique**

For the quantitative data, which is composed of Part I and II of the questionnaire, the researcher used a total enumeration sampling in the collection of data, where the total population is selected that has a particular set of characteristics.

For the qualitative data in Part III for the structured questions using an open-ended question, purposive sampling was used. Samples were selected based on the characteristics of a population and the objective of the study, also known as judgmental, selective, and handpicked by the researcher.

## **Data Analysis Plan**

The researcher tallied the data received from the respondents using frequency and percentage to validate and produce an accurate analysis and interpretation of the data collected.

## **RESULTS AND DISCUSSION**

### **Part 1. Identify the Business Resiliency Practices (a) service delivery platform, (b) sales and marketing, (c) human resource, (d) financial management, and (e) safety and security**

#### ***Service Delivery Platform***

The indicators show that four out five obtained an adjectival interpretation of Strongly Agree, namely: the agency developed strong business partnerships with service providers (4.92), developed interactive online applications (online app) for customer communication for inquiry and booking (4.69), active membership to travel agency organization for updates and trends (4.53), and technology-aware and responsive, and innovative services from time to time to suit the changing clientele and service provider's needs and requirements (4.54). While the Slightly Agree indicator, with a rating of 4.39, states that the physical office and the online office are manned with knowledgeable and capable of interacting with clients and service providers. The general weighted mean indicated to service delivery platform was 4.61, which resulted in strongly agree.

These findings suggested that the owners that have good business resiliency help to develop a greater relationship with their suppliers and clients that would build trust and stability in their business. According to one of the owners during the interview, to maintain a strong relationship, they practice honesty, fairness, and accountability with their clients.

These findings are for the core principles to support or keep resilience. The travel agency owners made sure to stay in touch with their clients. These findings support the study. With the transition toward the "new normal," leaders and business managers need to transform and develop a strategic approach to a VUCA world to position the organization for success in the long run. Sloan (2020) describes that the corporate strategy that originated in the late nineteenth century is often viewed with a "scientific, technical rational mindset." Under the influence of the two industrial revolutions, strategy

formulation is considered the process of turning resources into outputs with the aim of maximizing profits in a systematic and almost mechanical way. Additionally, the power to form strategic decisions belongs to people at the top of the organization since they are assumed to have a neutral global view and the ability to predict changes in the business environment.

### **Sales and Marketing**

For businesses to maximize bookings and revenue, marketing is essential. With a good sales and marketing strategy, travel agency owners will be able to promote their business and services, make it stand out from competitors outside Albay, attract more customers, and generate brand awareness.

The results showed that “continually tool and re-tool sales and marketing staff through training and workshops” got the highest rating of 4.38 and was considered slightly agree. Next, the statements that were tallied got 4.30 which are “regularly formulate and review Business Objectives and targets” and “regularly conducts market research and analysis to make plans and strategies for current and futuristic,” interpreted as slightly agree. Meanwhile, the statement “evaluate and rank occurring risks based on impact and likelihood” got the least rating of 4.23 and was interpreted as slightly agree. And lastly, the lowest rating of 3.84 and interpreted as slightly agreeing with the statement “has an in-place and regularly reviewed marketing and promotional plans and strategies.” The general weighted mean of sales and marketing was 4.21 or slightly agree.

These findings suggest that travel agency owners somehow practice the indicators above in their business. Based on the interview, one of them shared a statement that they always post on their Facebook page, even if it is only a travel announcement, to make sure that our clients are fully aware that their business is active online.

### **Human Resource Management**

When properly implemented, a strategic human resource strategy can ensure the business is working toward achieving broader goals. They must be in line with the strategic vision of the firm to be successful. The company's future direction and the people and resources required to get there will be indicated by the vision

The findings resulted in the business resiliency practices for human resource strategy. Data revealed that maintaining high-performing employees

through satisfaction in the working environment got the highest total weighted mean with 4.39, establishing an open communication to stay alert to policy changes are valued at 4.31 while providing personalized support and empowering employees both got 4.23. The indicator with the lowest weighted mean was developing and maintaining HRD plans and strategies got 4.00. Travel agency owners' human resource strategy perceived the result as slightly agree; it only obtained an overall weighted of 4.23.

The findings concluded that the owners set the rules and regulations for the workforce. When it came to supervising, the managers had no issues or challenges. However, according to an interview with the travel agency owners, most of their employees work part-time or on-call if more tour assistants are needed whenever there is a travel, but the owners ensure that the part-timers are treated the same as regular employees, from receiving benefits to working in an excellent work environment.

### **Financial Management**

Data revealed that being prepared for challenges by modeling and forecasting got the highest total weighted mean with 4.46, maintaining strong relationships with financial and banking institutions is valued at 4.38, and maintaining strong financial management got 4.31. Indicators with the lowest weighted mean safeguarding the organization against market uncertainties got 4.30, and developing and continually enhancing financial management plans got 4.15. Travel agency owners' financial management strategy perceived the result as slightly agree; it only obtained an overall weighted of 4.32.

As a result, travel agency owners need to secure of having a good financial management strategy. It is important because it will essentially identify the possible strategies for their business to maximize its market value and keep them on track to reaching long-term goals.

### **Safety and Security**

Data revealed that three (3) indicators got the same weighted mean of 4.77 which indicates ensuring business and travel insurance is updated and active, next ensuring all requirements are implemented, and lastly, developing and regularly reviewing office safety and security plan. Indicators with the lowest weighted mean, maintaining health and safety measures for employees (HMO) got 4.62 and maintaining functional health and safety protocol got

4.54. Travel agency owners' safety and security strategy perceived the result as strongly agree; it only obtained an overall weighted of 4.69.

As a result, it shows that the travel agency owners focused on the environment that makes their employees feel safe and secure. It also serves as a standard for assessing how the workplace environment affects worker productivity.

### **Challenges Encountered During the Pandemic Service Delivery Platform**

To maintain the operation of their businesses in the face of economic shocks, travel agency owners come up with innovative means of offering services. As society continued to adjust to the new normal system, a number of challenges were anticipated.

The highest rating of 4.15 was "newer trends in using online services (e-booking) compared to the past." It was then followed by "travelers favor affordable packages over luxurious ones" with 4.07 and intercepted a slightly agree. The lowest rating recorded was 3.38, or agree, and was shown in the statement, "the practice of organizational resilience attributes is crucial during the pandemic." The general weighted mean for the challenges encountered by the travel agency owners under the service delivery platform was 3.57, interpreted as slightly agree.

These findings suggested that the owners really had a hard time adjusting to the changes during the pandemic, and it really affected their business operations. This can be the reason that more of their clients prefer to travel within their vicinity, and because of that, the demand for travel agencies declined in terms of availing their services. Based on the interviews with the owners, one said that they decided to temporarily close their business due to the lockdown, and there were some scheduled trips that were canceled as well when the government started to implement the lockdown.

### **Sales and Marketing**

The highest rating of 4.23 was given to the considering digital approaches as long-term solutions were interpreted as slightly agree. A weighted mean of 4.15 or slightly agrees with the statement "pushing businesses to reconsider their ideas for ongoing and upcoming advertising and marketing initiatives to keep a consistent flow of revenue." The last rating of 3.62 was given to the two (2) statement that was tallied, which were "keeping up with the last global

changes” and “customers may be struggling to access the product or find it less useful now as their priorities have changed in response to COVID-19” which got an adjectival rating of slightly agree. The general weighted mean indicated to sales and marketing was 3.82, which resulted in slightly agree.

The findings implied that the travel agency owners had some difficulty in maintaining their sales and marketing due to lockdowns and travel restrictions, and they were negatively hit by widespread cancellations in 2020 and 2021 and were placed under lockdown. Also, according to the interview of the travel agency owner, it was impossible to conduct their operation during the COVID-19 pandemic and advertise their business.

### **Human Resource Management**

To maintain the status of their employees during the pandemic they had to make changes such as work schedules, working from home, and relocating workstations. As society continued to adjust, a number of challenges were anticipated.

The highest rating of 4.77 was given to ensuring employee health and safety were interpreted as strongly agree. A weighted mean of 4.39 or slightly agrees with the statement “complying with wage and hour laws.” The last rating of 3.38 was given to the statement “negotiation of temporary layoffs,” which got an adjectival rating of agree. The general weighted mean indicated by human resources was 3.69 which resulted in slightly agree.

These findings implied that the travel agency owners had some difficulty in maintaining their employees due to the transition of working hybrid and temporary layoff due to a lack of transactions and financial problems they encountered during the pandemic. Also, according to one of the owners he/she lay-off their staff. It is hard for them to sustain their wages due to the temporary closure of their business and no means of revenue.

### ***Financial Management***

The highest rating of 3.77 was given to two (2) statements which are “meeting the target revenue monthly” and “cash flows and experience an increase in expenses” shares to slightly agree. A weighted mean of 3.62 or slightly agree with the statement, “due to the absence of guest that avails our services, the insufficiency of the fund to continue our business strike us greatly.” The lowest rating of 3.38 was given to the statement “Temporary closure of the business due to no revenue coming in.” which got an adjectival

rating of agree. The general weighted mean indicated by financial management was 3.53, which resulted in slightly agree.

These results suggested that the owner of travel agencies had some difficulty maintaining their finances because of the pandemic, which resulted in bankruptcy. Also, according to the owners that share the same thoughts, their capital is depleted because no one is availing of the services or tours, even in the ticketing. Because of that, there is not enough ROI coming into their business, and until now, tours are still limited.

Given the economic challenges of today, it is obvious that businesses need to be more agile. This is not something that can happen overnight and, in many cases, will demand a cultural shift. Financial challenges are some of the most painful ones entrepreneurs have to deal with. Companies must observe and analyze the company's performance to survive, one of which is by analyzing various sides. Company performance is a complete condition of the company for a certain period of time, which is the result of the company's operational activities (Oktarina, 2020).

### ***Safety and Security***

The highest rating of 4.54 was given to tourists more concerned about health safety than before and strongly agree. A weighted mean of 4.39 or slightly agrees with the statement "remodeling of workspace to ensure greater spacing between employees; improved air filtration and ventilation; touch-free handles and interfaces." The lowest rating of 3.53 was given to the statement "laws, policies, and regulations are constantly changing and difficult to adjust," which got an adjectival rating of slightly agree. The general weighted mean indicated by safety and security was 3.69, which resulted in slightly agree.

These results suggested that the owner of travel agencies had some difficulty adjusting to the changes the government made as a result of the travel restrictions. Also, according to one of the owners, the worst experience they have encountered was the part where they could not get anywhere because of the lockdown, and there were so many requirements needed when you just need to go to a nearby place. The implementation of the restrictions was not properly mandated.

## CONCLUSIONS

For effective business resiliency practices, travel agency owners must identify and recognize their weaknesses and their old habits in managing their business to develop resolutions and opportunities. They must adopt a proactive attitude towards these changes in their organization, learning how to identify, predict, and respond to emerging trends, and the capacity to respond quickly to economic disruptions.

They must assess and evaluate what is lacking or not working well within their organization, such as their service and delivery, sales and marketing, human resource management, financial management, safety and security. These challenges may be a guide for them to take an action plan for the travel agency owners, particularly in the 2nd district of Albay, since this will not only be beneficial to not only to meeting their interests but also the growth of their business despite the up-to-date economic disruptions we are experiencing. In line with the Resilience Theory, it may be suggested that organizations must develop resilience capacity to cope effectively with unexpected events, recover from crises, and even foster future success in highly volatile and uncertain times.

Therefore, with the transition toward the “new normal,” business owners need to transform and develop a strategic approach to a VUCA world to position the organization for success in the long run. It will enhance the knowledge of the travel agency owners in managing their businesses and to further develop both their skills and strategies. Thus, this major output of the study is recommended to bring constructive change to business owners.

The goal for management in this new VUCA world is to build resilient and effective organizations. Managers must be proactive in adapting to new implications in the face of adversity. This requires developing business resilience to adapt to emerging technological trends and overcome challenging events by letting go of old habits, processes, and strategies that helped the business become initially successful.

With the challenges encountered during the pandemic, it was extremely difficult to quickly recover from the calamity and deal with the post-pandemic difficulties facing the tourism industry, especially the travel agency owners. Changes in the business environment, on the other hand, frequently lead to the downfall of resources, difficulty, and poor management. According to the Contingency Theory, different group situations require different



leadership styles. To achieve group effectiveness, an organization must create employment conditions that match a leader's characteristics, as leaders have a generally fixed leadership style (Ward et al., 2021).

Upon analyzing the results, it is proposed that there are still necessary actions and resolutions to be made to further enhance the business resiliency of the VUCA World under this study. In this light, more effective management skills and strategies are required to address the identified challenges of the respondents. The travel agency owners must have a strategic model that will guide them in achieving their goals and sustaining their business.

## **TRANSLATIONAL RESEARCH**

The study's findings may be adapted into a journal paper for use in international journals, newsletters, radio, social media, and other media for the purpose of disseminating knowledge and reviewing the institutional policy. Furthermore, internal and external stakeholders might be able to translate it into a more thorough administrative policy and improved intervention program that could drive the interest of potential internal stakeholders and professionals into additional studies. To clarify the organizational policies in the workplace, it can be translated by sharing information with current and prospective members.

## **LITERATURE CITED**

- Brooks, C. M., White Jr, E. J., & Moore, D. E. (2004). *Outsourcing Options to Finance Navy Recapitalization*. NAVAL POSTGRADUATE SCHOOL MONTEREY CA.
- Dredge, D., Phi, G. T. L., Mahadevan, R., Meehan, E., & Popescu, E. (2019). Digitalisation in Tourism: In-depth analysis of challenges and opportunities.
- Duchek, S. (2020). Organizational resilience: a capability-based conceptualization. *Business Research*, 13(1), 215-246.
- Greengard, S. (2022). Embracing VUCA in the Travel Industry amidst Global Disruption. *Insigniam*. <https://insigniam.com/travel-industry-vuca/>
- Kim, Y. (2020). Organizational resilience and employee work-role performance after a crisis situation: exploring the effects of organizational resilience on

- internal crisis communication. *Journal of Public Relations Research*, 32(1-2), 47-75.
- Lillejord, A. (2018). Tourism Crisis and Disaster Management.
- 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(1), 4-30.
- Nambisan, S., Wright, M., & Feldman, M. (2019). The digital transformation of innovation and entrepreneurship: Progress, challenges and key themes. *Research Policy*, 48(8), 103773.
- Oktarina, S. P. (2020). Pengaruh Good Corporate Governance Terhadap Kinerja Perusahaan Pada Peserta Cgpi Yang Terdaftar Di Bei Periode 2016-2018. In *Prosiding Seminar Nasional Pakar* (pp. 2-35).
- Dexeus, C. R. (2019). The deepening effects of the digital revolution. *The future of tourism: Innovation and sustainability*, 43-69.
- Sloan, J. (2019). *Learning to think strategically*. Routledge.
- Suriyankietkaew, S. (2019). Sustainable leadership and entrepreneurship for corporate sustainability in small enterprises: An empirical analysis. *World review of entrepreneurship, management and sustainable development*, 15(1-2), 256-275.
- Ward, D. E., Park, L. E., Walsh, C. M., Naragon-Gainey, K., Paravati, E., & Whillans, A. V. (2021). For the love of money: The role of financially contingent self-worth in romantic relationships. *Journal of Social and Personal Relationships*, 38(4), 1303-1328.
- Wright, G., & Wigmore, I. (2022). VUCA (volatility, uncertainty, complexity and ambiguity). WhatIs. com.
- Zhong, L., Sun, S., Law, R., & Li, X. (2021). Tourism crisis management: Evidence from COVID-19. *Current Issues in Tourism*, 24(19), 2671-2682.