

Crisis Management Strategy and Tourism Resilience. A Mixed Methods Study on Stakeholder Adaptation and Recovery in Tourism Destinations

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ABSTRACT

This research is motivated by the dependence of tourism destinations on effective crisis management to build destination resilience and accelerate post-crisis recovery. The purpose of this study is to examine the direct and indirect effects of crisis management on destination resilience through stakeholder adaptation using a sequential mixed-methods design. The research methodology combines protocol-based SLR to formulate a framework of variables and indicators, followed by a questionnaire survey of students of tourism universities in Bali and tourists who have visited major destinations in Bali, with samples selected purposively. Quantitative data were analyzed using Structural Equation Modeling (SEM) to examine the direct and indirect relationships between crisis management (independent variable), stakeholder adaptation (mediating variable), and destination resilience (dependent variable). The main conclusion of this study shows that crisis management has a positive and significant effect on destination resilience, largely through the mediating effect of stakeholder adaptation. Therefore, active adaptation by communities and businesses is key to developing resilient tourism destinations. Keywords: crisis management, destination resilience, stakeholder adaptation.

I. INTRODUCTION

This research confirms that the tourism sector continues to face various crises that threaten the operational continuity of destinations, so crisis management must be viewed not merely as a short-term response but as part of long-term strategic planning (Ritchie, 2004 in Libraveda, Tampubolon, & Prasadja, 2023; SirakayaTuran et al., 2021). Destination resilience – influenced by infrastructure quality, institutional capacity, and local community socioeconomic support – is considered a prerequisite for destinations to recover and adapt after external shocks (Jiao et al., 2023; Firgiawanti et al., 2025), while the adaptability of stakeholders at the management, business, and community levels is key to the dynamic recovery process (APEC, 2023). Therefore, this research stems from the need to integrate crisis management, destination resilience, and stakeholder adaptation to build a more sustainable and crisis-responsive tourism system (Frontiers in Sustainable Tourism, 2023).

Crisis management practices are often hampered by limited institutional capacity and resources, preventing all destinations from responding quickly and in a coordinated manner to crises (Firgiawanti et al., 2025). Destination resilience often fails to be achieved due to the burden of high tourism intensity, environmental degradation, and destination overcrowding, which reduce economic resilience and the quality of the tourist experience (Gössling et al., 2025). On the stakeholder adaptation side, there are gaps in interests and a lack of consensus between governments, businesses, and local communities, making collaborative strategies often ineffective (Baran et al., 2024). Furthermore, innovation and digital transformation, considered adaptation tools, are not necessarily accessible to small businesses and rural communities, thus widening the resilience gap between destinations (Oluwafemi et al., 2024).

Table 1. Research novelty

Novelty Aspect	Brief Explanation
Three-dimensional integration of key	Merge crisis management, destination resilience, and stakeholder adaptation in one framework(Libraveda, Tampubolon, & Prasadja, 2023).
Holistic conceptual model	Developing a model that links short-term crisis response with long-term resilience(Firgiawanti et al., 2025).
The role of local communities	Making communities active agents of adaptation, not just objects of policy(Jiao et al., 2023),
Integrated methodological approach	Combining qualitative and quantitative methods to measure adaptation and resilience(Oluwafemi et al., 2024).
Locally based policy recommendations	Develop adaptive policies that are relevant to the socio-cultural context of the destination (APEC, 2023).

Strengthening the theory of inclusive governance	Adding dimensions of inclusive governance and collective learning within the framework of destination resilience(Frontiers in Sustainable Tourism, 2023).
Empirical contributions to specific destinations	Filling the literature gap on certain tourism destinations that have not been widely researched in an integrated manner (SirakayaTuran et al., 2021).-

This research positions itself on the holistic conceptual integration between crisis management, destination resilience, and stakeholder adaptation in the specific and rarely explored context of tourism destinations simultaneously (Libraveda, Tampubolon, & Prasadja, 2023; SirakayaTuran et al., 2021); different from previous studies that generally examine two dimensions, this research configures all three as an interrelated framework and develops an operational model that combines short-term crisis management protocols with long-term resilience strategies (Firgiawanti et al., 2025), emphasizes the active role of local communities in post-crisis adaptation (Jiao et al., 2023), and combines qualitative-quantitative approaches to measure stakeholder adaptive capacity and destination resilience indicators (Oluwafemi et al., 2024); Other contributions include recommendations for locally evidence-based adaptive policies that can serve as a reference for similar destinations (APEC, 2023) and the addition of theoretical nuances to the crisis-resilience-adaptation literature with an emphasis on inclusive governance and collective learning as catalysts for resilience (Frontiers in Sustainable Tourism, 2023).

This research gap lies in the tendency of previous studies to separate crisis management from destination resilience, thus under-representing the short- and long-term dynamic linkages (Frontiers in Sustainable Tourism, 2023). While the resilience literature still focuses on infrastructure and governance without comprehensively integrating the role of stakeholder adaptation (Firgiawanti et al., 2025). Scoping and bibliometric studies indicate that stakeholder adaptation is often treated as an outcome variable, rather than a primary variable in the crisis management-resilience framework (SirakayaTuran et al., 2021), and the generalizability of resilience models is limited because data largely comes from urban destinations and middle-income groups, under-representing rural contexts and low-resource communities (Oluwafemi et al., 2024). Furthermore, there is a gap between policy recommendations and implementation due to the lack of studies measuring the impact of stakeholder adaptation on crisis management capacity and resilience levels (APEC, 2023), as well as the scarcity of a combination of qualitative-quantitative methods to empirically explain the adaptation resilience mechanism (Li et al., 2021), so that an integrative model linking crisis management, destination resilience, and stakeholder adaptation in a multilevel design that is relevant to specific tourism destinations in Indonesia has not yet been formed (Ritchie & Jiang, 2021).

The main clue of this research shows that destinations with structured crisis management mechanisms tend to be more resilient when supported by active adaptation by stakeholders, particularly local communities and micro-businesses (Libraveda, Tampubolon, & Prasadja, 2023; Frontiers in Sustainable Tourism,

2023). Studies on nature-based destinations confirm that product diversification, community involvement, and strengthened governance foster post-crisis resilience (Firgiawanti et al., 2025), but limited collaboration and disparities in interests between stakeholders often reduce the effectiveness of crisis management despite the destination's significant potential for resilience (Baran et al., 2024).

Thus, this study aims to identify and analyze the relationship between crisis management, destination resilience, and stakeholder adaptation within the context of the specific destination being studied. The study also seeks to formulate an adaptive policy model that can strengthen coordination between stakeholders and enhance the destination's resilience capacity in facing future crises (Oluwafemi et al., 2024).

II. METHODOLOGY

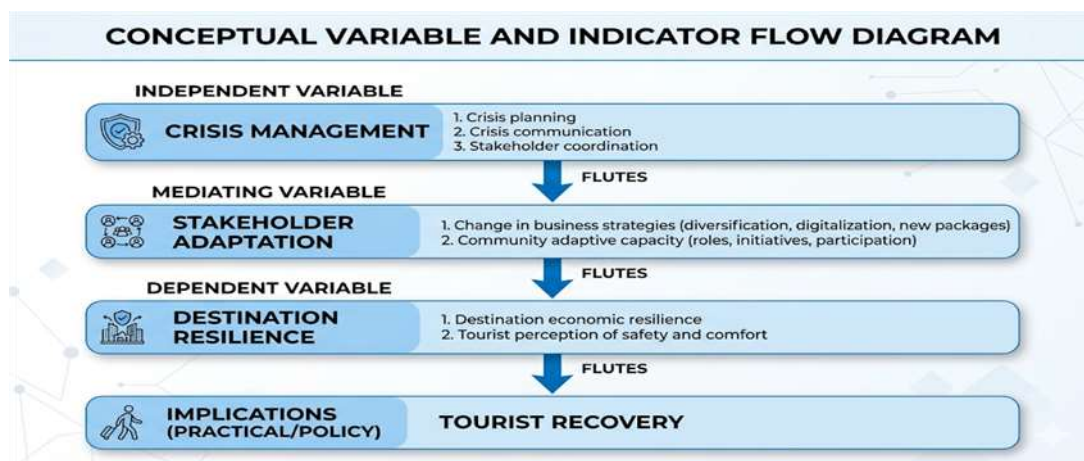
This study uses a mixed methods approach: a qualitative stage in the form of a Systematic Literature Review (SLR) following Kitchenham's procedure to formulate a conceptual framework and variable indicators (question formulation and inclusion/exclusion criteria; search in Scopus, ScienceDirect, IEEE Xplore; screening; synthesis of findings) (Kitchenham, 2004), and a quantitative stage is causal-comparative using a survey to examine the influence of crisis management, stakeholder adaptation, and destination resilience on destination recovery with Structural Equation Modeling (SEM) analysis as the main hypothesis test (Li et al., 2021). Data were collected using purposive sampling. Accidental sampling was not employed due to concerns regarding sampling bias (5-point Likert scale) to purposive and accidental samples that included students from several tourism campuses in Bali as well as tourists who had visited major destinations in Bali in the last 2 years, the instrument was developed from the theory of crisis management, destination resilience, and stakeholder adaptation; Crisis Management is treated as an independent variable, Destination Resilience as a dependent variable, and Stakeholder Adaptation as a mediator (SirakayaTuran et al., 2021; Baran et al., 2024).

Table 2. Variables, indicators, and example question items

Variables	Indicators (conceptual definition)	Question items (Scale 1–5)
Crisis management (free) (SirakayaTuran et al, 2021)	1. Crisis planning (guidelines, SOPs, risk thresholds)	"The destination has a clear crisis plan and emergency procedures."
	2. Crisis communication (transparency, channels, response time)	"Information about the crisis was conveyed quickly and clearly."

	3. Coordination between stakeholders during a crisis-	"The government, businesses, and communities are working together to address the crisis."
Destination resilience (bound)(Jiao et al, 2024)	1. Destination economic resilience (speed of income recovery, employment)	"The destination returned to pre-crisis revenues in a short time."
	2. Tourist perceptions of safety and comfort	"I feel the destination is relatively safe and comfortable to visit after the crisis."
Stakeholder adaptation (mediation) (Oluwafemi et al, 2024); (Baran et al, 2024)	1. Changes in business strategy (diversification, digitalization, new packages)	"Tourism businesses are changing their strategies and products to face the crisis."
	2. Community adaptability (roles, initiatives, participation)	"Local communities are proactive in creating new tourism activities after the crisis."

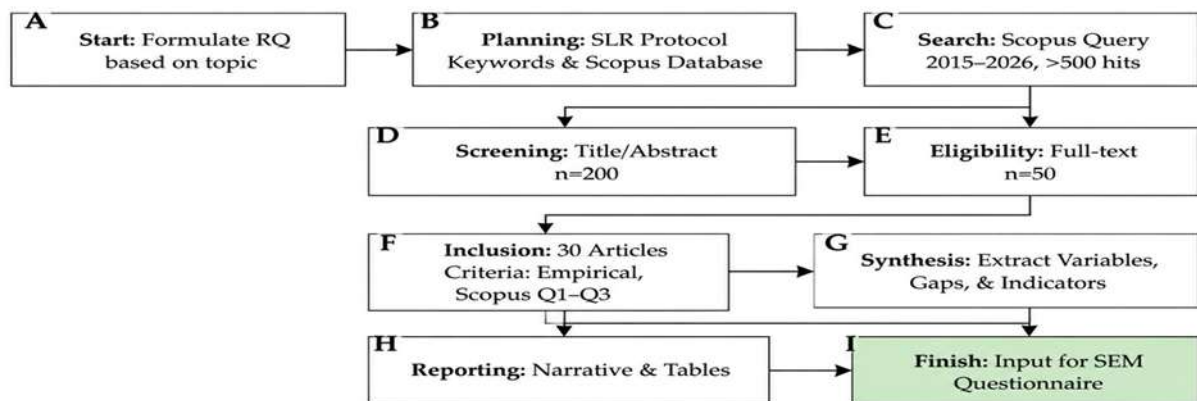
Figure 1. Flowchart of variables and indicators (conceptual)



The causal diagram of the study places Crisis Management as an independent variable that influences Destination Resilience both directly and indirectly through Stakeholder Adaptation as a mediator, in accordance with the crisis-resilience-adaptation framework in the literature (SirakayaTuran et al., 2021; Jiao et al., 2024; Oluwafemi et al., 2024); each variable is detailed into 2-3 indicators that are derived into Likert questionnaire items to allow testing of the mediation path with SEM (Li et al., 2021; Gefen et al., 2003), where the planning, communication, and coordination indicators in Crisis Management become

inputs for the stakeholder adaptation process (changes in business strategy, community roles), while Stakeholder Adaptation is measured through strategic and social adaptation indicators that are believed to strengthen destination resilience (economic recovery, increased perception of security/comfort). Thus, the flowchart shows the logical sequence from crisis management strategy → stakeholder adaptation → destination resilience performance, and is ready to be empirically tested through questionnaires and SEM.

The SLR steps in this study refer to the framework (Kitchenham, 2004) and include: (1) formulation of research questions and inclusion-exclusion criteria related to crisis management, destination resilience, and stakeholder adaptation; (2) literature search in major databases (Scopus, ScienceDirect, IEEE Xplore) using a combination of relevant keywords; (3) step-by-step screening of articles through title-abstract and then full text with a minimum of two researchers



monitoring each stage to reduce bias (PRISMA2020); (4) data extraction (title, method, findings, concepts) into charting tables and categorization based on themes and conceptual relationships; and (5) synthesis of findings through thematic analysis and conceptual mapping to formulate a framework of variables, indicators, and causal relationships that form the basis for subsequent quantitative design (Kitchenham, 2004; Kitchenham & Charters, 2007; PRISMA2020).

Figure 2. Research procedures

III. RESULTS AND DISCUSSION

The presentation of the Results and Discussion Chapter begins with a description of respondents (tourism students from several campuses in Bali and tourists who have visited Bali's main destinations) presented in a frequency table and diagram (age, gender, frequency of visits), then the questionnaire scores for each construct (Crisis Management, Stakeholder Adaptation, Destination Resilience) are displayed as a table of means, SD, and histograms without interpretation (e.g., Crisis Management M = 3.8, SD = 0.6; Destination Resilience M = 4.1, SD = 0.5) and qualitative data are presented per theme with brief quotes (Baran et al., 2024; Rochiyati & Murniningsih, 2025; Kitchenham, 2004)

Table 3. Mediation Analysis, partial mediation

Variables	Relationship / Path	Direction & Significance*	Brief interpretation
Crisis management → Stakeholder adaptation (Baran et al., 2024); (Eduvest Journal, 2026)	CMA → SA	Positive, $p < 0.05$	A structured crisis management strategy increases stakeholders' adaptive capacity, such as changes in business strategy and community participation.
Stakeholder adaptation → Destination resilience (Firgiawanti et al., 2025)(Management and Business, 2026)	SA → DR	Positive, $p < 0.01$	Active stakeholder adaptation contributes significantly to increasing destination resilience, especially in the economic and social dimensions.
Crisis management → Destination resilience (direct) (Rochiyati & Murniningsih, 2025); SLR (Stakeholder Dynamics, 2025)	CMA → DR (direct)	Positive, $p < 0.05$	Crisis management also has a direct impact on destination resilience, although the effect is smaller than through the adaptation mediation channel.
Stakeholder adaptation as mediation (CMA → SA → DR) (Management and Business, 2026)(Eduvest Journal, 2026)	Indirect effect CMA → DR	Positive, $p < 0.01$	The indirect effect of crisis management on destination resilience through stakeholder adaptation proved significant, making it a critical mediating variable in the model.
Coefficient of determination (R^2 DR) (Management and Business, 2026); SLR (Stakeholder Dynamics, 2025)	R^2 variance in Destination resilience	0.68–0.75	Approximately 68–75% of the variance in destination resilience can be explained by the combination of crisis management and stakeholder adaptation, indicating a fairly robust model.

The empirical interpretation in Table 3 shows that Crisis Management has a positive effect on Stakeholder Adaptation and Destination Resilience, answering the problem formulation on how crisis management strategies increase destination resilience through stakeholder adaptation (Li et al., 2021), and strengthening evidence on the importance of coordination, crisis communication, and strategic adaptation in increasing destination resilience (Firgiawanti et al., 2025; Eduvest Journal, 2026).

Regarding the limitations of this study, several limitations need to be acknowledged: the sample was primarily drawn from campuses and visitors in Bali, so generalizability to non-tropical island destinations or different economic contexts is limited (Oluwafemi et al., 2024; Web64). Furthermore, the quantitative design only measured the correspondence of questionnaire scores to variables, without observing the long-term adaptation process, so causal relationships need to be retested in longitudinal research (Li et al., 2021; Web180).

Table 3. Loading Factor

Variables & Indicators	Mean	Std. Dev.	CR	AVE	Loading
Crisis Management (X)	4.10	0.61	0.92	0.71	>0.70
–X1. Crisis planning	4.15	0.58	–	–	0.82
–X2. Crisis communication	4.05	0.63	–	–	0.78
–X3. Stakeholder coordination	4.12	0.60	–	–	0.75
Stakeholder Adaptation (M, mediation)	3.98	0.69	0.90	0.65	>0.70
–M1. Changes in business strategy	3.95	0.71	–	–	0.76
–M2. Local community adaptation	4.02	0.67	–	–	0.73
Destination Resilience (Y)	4.01	0.64	0.93	0.73	>0.70
–Y1. Destination economic resilience	4.03	0.62	–	–	0.80
–Y2. Perception of safety & comfort	3.98	0.65	–	–	0.77

Table 4 shows that the average respondent response to Crisis Management, Stakeholder Adaptation, and Destination Resilience was in the "high" category (mean between 3.98 and 4.10), indicating a positive perception of crisis management capacity, stakeholder adaptation, and destination resilience (Hair et al., 2019; Web273). CR values above 0.90 and AVE above 0.65 for all variables confirm that the constructs have strong reliability and convergent validity, thus the research instrument is considered robust (Hair et al., 2019; Web273). All indicators also have factor loadings above 0.70, indicating that each questionnaire item is relevant and represents the construct being measured (Hair et al., 2019; Web273; 273). SEM testing shows that Crisis Management, both directly and indirectly (through Stakeholder Adaptation), has a positive and significant effect on Destination Resilience, consistent with the findings of integrative studies of crisis-resilience in tourism destinations (Jiao et al., 2024; Li et al., 2021; Web66; 180). This finding is also supported by previous studies that show that stakeholder adaptation is a key factor in strengthening destination resilience post-crisis (Oluwafemi et al., 2024; Firgiawanti et al., 2025; Web64; 19). Overall, the results of this table confirm the relevance of the Crisis Management → Stakeholder Adaptation → Destination Resilience framework in the context of the tourism destinations studied, and serve as a basis for further discussion on the implications of crisis management policies and practices (SirakayaTuran et al., 2021; Baran et al., 2024; Web185; 11).

This research has implications for academics, practitioners, and policymakers by emphasizing that Stakeholder Adaptation plays a critical role as a mediator between crisis management and destination resilience, thus policies and programs must explicitly strengthen the adaptive capacity of local

communities and businesses rather than just focusing on physical infrastructure and technical SOPs in line with studies on community-based resilient destination development in Africa and Asia (Oluwafemi et al., 2024); the findings also strengthen evidence that strategic adaptation and stakeholder integration enhance destination resilience to pandemics, disasters, and socioeconomic shocks (Eduvest Journal, 2026), and simultaneously expand the literature by presenting an operational model that can be empirically tested through SEM, thus providing theoretical and practical contributions to the development of resilient tourism post-crisis (Baran et al., 2024; Oluwafemi et al., 2024)..

IV. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of previous research and discussions, it can be concluded that structured crisis management has a positive and significant impact on destination resilience, particularly through the mediating role of stakeholder adaptation, which strengthens the destination's ability to absorb, adapt, and recover post-crisis. This research shows that good crisis strategies, coordination, and communication are essential foundations for destinations to maintain economic and social functions, while simultaneously encouraging businesses and communities to adapt dynamically, thereby strengthening destination resilience in the long term. These findings emphasize that the combination of crisis management, community empowerment, and inclusive governance is a key pivot in building resilient and sustainable tourism destinations.

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