Communication Of Resilience For Tourism Micro, Small And Medium Enterprises' Business In Pandeglang Regency

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Abstract – **Tourism sector of Indonesia had been contributing significantly since 2015. In May 2017, three ministries launched "Indonesian Tourism Village Development Program." Unfortunately, natural disasters disrupt often Indonesia's tourism industry. A tsunami attacked Pandeglang Regency in the end of December 2018, causing a crisis to its tourism villages. Another crisis, COVID-19 pandemic hit them starting from end of March 2020 through travel restriction policies. As tourism micro, small and medium enterprises (MSMEs) of those tourism villages suffering from crises, they need to carry out communication processes of resilience for the continuation of their business. This research aims to (1) analyze the communication processes of resilience of Tourism MSMEs' owners affected by crises; and (2) analyze the influence of Tourism MSMEs' communication processes of resilience towards their business resilience. Using quantitative approach, supported by qualitative research, this study applied survey research to 75 respondents with descriptive analysis by SPSS 25.0 and inferential analysis by PLS. The research results show that only four communication processes of resilience out of six which influence the business resilience of Tourism MSMEs and the most frequent communicator is Village Government. The most often used media is face-to-face meetings, although the use of online media tends to increase. It is necessary to intensify the communication processes by using meeting applications such as Zoom or G-Meet, in order to save costs and time. Tourism MSMEs' owners are advised to be more active in seeking information and increase their knowledge concerning tourism business by participating in various trainings, workshops and seminars, as well as through online media to seek financial aids or business cooperations from other organizations.**

Keywords – **communication processes of resilience; tourism MSMEs; tourism village; business resilience**

I. INTRODUCTION

The role of the tourism sector in the Indonesia's economy has continued to increase sustainably since 2015 [1]. Tourism is number four of the ten National Priorities in the 2018 Indonesia's Government Work Plan and one of the three development focused priority sectors for job creation [2]. As tourism industry was very promising for Indonesia's GDP in the future, three ministries (Tourism Ministry, Villages, Disadvantaged Regions Development and Transmigration Ministry and Cooperatives and Small and Medium Enterprises Ministry) launched "Indonesian Tourism Village Development Program" in May 2017 [3]. Unfortunately, community-based tourism destinations as alternative tourism are located in high risk areas of natural disasters, such as floodplains, coastal areas, and volcano slopes [4]. Meanwhile, Indonesia has 125 active volcanoes which often cause earthquakes and are sometimes followed by tsunamis. On December 22, 2018, a tsunami disaster hit four tourism villages located on the coast of Pandeglang Regency, Banten province (Sukarame, Tanjungjaya, Banyuasih and Tamanjaya). Local communities

of those four villages who have tourism micro, small and medium enterprises (abbreviated into Tourism MSMEs) experienced a drastic decline of their income for almost a year.

When Tourism MSMEs affected by the tsunami disaster crisis started to recover their tourism business in August 2019, they were again hit by the COVID-19 pandemic crisis. The President of Indonesia issued Government Regulation Number 21 Year 2020 which regulates Large-Scale Social Restrictions on March 31, 2020. Micro, small and medium enterprises and the tourism sector were greatly affected by this regulation with a potential loss reached USD 35 billion by the end of 2020 [5]. Tourism MSMEs in Pandeglang Regency also suffered losses due to a sharp decline in tourist arrivals since the tsunami disaster crisis which was followed by the COVID-19 pandemic crisis.

The role of communication is very important in a crisis because of the need for an immediate response, the existence of threats and uncertain situations [6]. Crisis communication is one of the sub-disciplines of communication science which relates to development communication. In the development sector, crises often refer to natural disasters and health problems [7]. Prayag [8] argues that researchers should shift to research on resilience rather than crisis management in the study of tourism due to the increasing number of disasters and crises affecting the industry.

To rebuild the economy and social welfare after two disruptions, the owners of Tourism MSMEs from crises-affected tourism villages in Pandeglang Regency, Indonesia, need to carry out communication processes of resilience. Betts and Buzzanell [9] reframing individual ways to adapt and transform during times of disruption with five communication processes of resilience from Buzzanell [10] and one communication process from Hintz, Betz and Buzzanell [11] into the terminology of economic resilience. This reframing resulted in six communication processes of resilience in the economic context. Those communication processes need to be carried out by the Tourism MSMEs' owners mentioned previously. Therefore, their tourism businesses could become resilient to disruptions.

Based on the above phenomena, the objectives of this research are: (1) to analyze the communication processes of resilience of Tourism MSMEs' owners affected by crises, (2) to analyze the influence of Tourism MSMEs' communication processes of resilience towards their business resilience.

II. LITERATURE REVIEW

A. Communication Processes of Resilience in Economic Context

Resilience is a key concept in disaster and crisis management [12]. Resilience comes from Latin word "resilio" which means "to leap back" [13]. Communication Theory of Resilience (CTR) conceptualizes resilience as "a constitutive process by which people reintegrate and actively construct their new normal through language, interaction, networks, and concern for their identity and identification" [14]. The following Table I presents five communication processes of resilience from Buzzanell [10] and one process from Hintz, Betts and Buzzanell [11], the economic application from Betts and Buzzanell [9] and their descriptions:

TABLE I.　　COMMUNICATION THEORY OF RESILIENCE PROCESSES, ADAPTATION AND DESCRIPTIONS

Communication Processes	Economic Application	Description
Crafting Normalcy	Mitigating Harm	Working to reduce impacts
Affirming Identity Anchors	Articulating Values	Reflecting on value assumptions
Maintaining Communication Networks	Acknowledging Entanglement	Dissolving social-economic distinctions
Employing Alternative Logics	Investigating Alternatives	Considering various response options
Foregrounding Productive Action	Evaluating (in) Action	Rejecting inaction as a default
Resisting the Status Quo	Embracing Transformation	Re-evaluating goals

Source: Betts and Buzzanell [9]

B. Business Resilience of Tourism MSMEs

Researchers tend to link resilience with the ability of businesses in adapting to disruptions that threaten existence [15]. In many tourist destinations, the local economy depends heavily on this business resilience, however small tourism businesses are often among the worst affected during disasters and crises [12]. Resilient businesses not only have the short-term coping capacity to recover from severe disruptions, but also have the long-term adaptive and innovative capabilities which could generate major changes to their business models after crises and disasters [16]. Business resilience in the context of small and medium enterprises is defined as "SMEs' adaptability to disruption, growth (positive performance), and their ability to seize business opportunities in a challenging business environment" [17]. Based on many literatures, the indicators of Tourism MSMEs' business resilience could be summarized as business survival, minimizing vulnerability, fast recovery, sustainability, performance growth, responsiveness and development of new capabilities and opportunities in a challenging environment.

III. METHODOLOGY

This research uses a post-positivistic paradigm with a quantitative approach, strengthened by a qualitative research in order to provide a better understanding of the problems and research questions [18]. Survey research is applied in this study which combines descriptive research and explanatory research. The population in this research are Tourism MSMEs from three tourism villages affected by two crises in Pandeglang Regency: Sukarame, Tanjungjaya and Tamanjaya. The unit of analysis is Tourism MSMEs' owners from the four types of tourism businesses most affected by the two crises: (1) trip and leisure agencies; (2) homestays; (3) small restaurants and diners; and (4) rental of facilities at tourism places. In collecting the data, this research used cross-sectional study with questionnaires and semi-structured interviews. Sampling technique with proportional random sampling resulting 75 respondents.

The variables in this study are The Communication Processes of Resilience of Tourism MSMEs (X_1) and Business Resilience of Tourism MSMEs (Y_1). The Communication Processes of Resilience of Tourism MSMEs (X_1) consist of The Communication of Mitigating Harm ($X_{1.1}$), The Communication of Articulating Values ($X_{1.2}$), The Communication of Acknowledging Entanglement ($X_{1.3}$), The Communication of Investigating Alternatives ($X_{1.4}$), The Communication of Evaluating (in) Action ($X_{1.5}$) and The Communication of Embracing Transformation ($X_{1.6}$). The indicators of Business Resilience of Tourism MSME (Y_1) are The Ability to Survive from Disruptions ($Y_{1.1}$), The Ability to Minimize Vulnerabilities ($Y_{1.2}$), The Ability to Recover and to Continue Business ($Y_{1.3}$), Adaptive Ability ($Y_{1.4}$), Transformative Capability ($Y_{1.5}$), Innovative and Positive Performance Capability ($Y_{1.6}$), Competitive Ability ($Y_{1.7}$) and The Ability to Seize Business Opportunities ($Y_{1.8}$). The descriptive data are presented in frequency distribution tables using SPSS 25.0, while SmartPLS3 is used for inferential statistical analysis. The following Figure 1 represents the conceptual framework of this research:

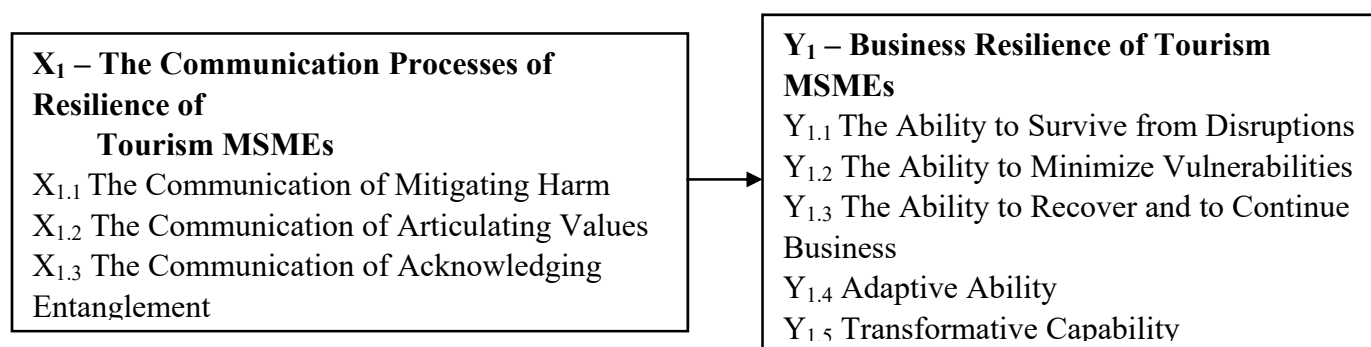| X_1 – The Communication Processes of Resilience of Tourism MSMEs
$X_{1.1}$ The Communication of Mitigating Harm
$X_{1.2}$ The Communication of Articulating Values
$X_{1.3}$ The Communication of Acknowledging Entanglement | Y_1 – Business Resilience of Tourism MSMEs
$Y_{1.1}$ The Ability to Survive from Disruptions
$Y_{1.2}$ The Ability to Minimize Vulnerabilities
$Y_{1.3}$ The Ability to Recover and to Continue Business
$Y_{1.4}$ Adaptive Ability
$Y_{1.5}$ Transformative Capability |

Fig. 1. Conceptual framework

This study has a hypothesis that there is a significant influence of The Communication Processes of Resilience of Tourism MSMEs (X_1) towatds Business Resilience of Tourism MSMEs (Y_1).

IV. RESULTS AND DISCUSSIONS

A. The Communication Processes of Resilience of Tourism MSMEs Affected by Crises

Large-scale crises tend to involve multiple government units communicating with affected publics [19]. Tourism MSMEs from three tourism villages in Pandeglang Regency which were disrupted by the tsunami disaster and the COVID-19 pandemic also carried out communication processes with several government agencies, institutions or organizations related to their tourism business. The most relevant government agencies are the Government Tourism Office of Pandeglang Regency and the government of each tourism villages affected by crises, while for the organizations are tourism associations from each tourism business type of micro, small and medium enterprises and Tourism Aware Groups (*Pokdarwis*) from each village. *Pokdarwis* is a community group in a tourism village which aims to increase the development of their village's tourism. Other organizations are private companies and educational institutions. Offline and online media are used in these communication processes. Offline or face-to-face media in this study are divided into M (Meetings/Discussions/Consultations/Coordinations) and T (Trainings/Workshops/Seminars). Online media are classified into CA (Chat Applications such as WhatsApp, Line, Telegram an other similar applications), SM (Social Media, for examples are Facebook, Instagram, Twitter and other similar applications) and MA (Meeting Applications, for example Zoom, G-Meet and other similar applications). The communication processes are also examined based on time, that is after the tsunami disaster and during the COVID-19 pandemic. The communication processes are calculated based on their frequency in one year. These communication processes of resilience are expected to make the business of Tourism MSMEs become resilient. The number of MSMEs from four types of tourism businesses most affected by the two crises is presented in the Table II:

TABLE II.   NUMBER OF TOURISM MSMEs AFFECTED BY THE CRISIS IN PANDEGLANG REGENCY

No.	Name of Tourism Village	District	Business Types of Tourism MSMEs			
			Trip and Leisure Agencies	Homestays	Small Restaurants and Diners	Rental of Facilities at Tourism Places
1.	Sukarame	Carita	6	7	14	3
2.	Tanjungjaya	Panimbang	4	18	6	2
3.	Tamanjaya	Sumur	4	4	1	6
Total: 75			14	29	21	11

n = 75

B. The Communication Processes of Mitigating Harm ($X_{1.1}$)

The communication processes of resilience of Tourism MSMEs' owners start with the communication of mitigating harm. In this process, tourism-related government agencies and organizations taught Tourism MSMEs how to recognize their weaknesses in doing business and overcome them, how to recognize the risk of loss and reduce these losses for crisis mitigation. Table 3 below shows the communication processes of mitigating harm percentage:

TABLE III.   THE COMMUNICATION PROCESSES OF MITIGATING HARM PERCENTAGE

$X_{1.1}$	The Communication of Mitigating Harm								
	Government Agencies and Organizations Related to Tourism	After The Tsunami Disaster				During The COVID-19 Pandemic			
		Offline Media		Online Media		Offline Media		Online Media		
		M	T	CA	SM	M	T	CA	SM	MA
a.	Pandeglang Tourism Office	61,49	34,16	1,86	2,48	34,31	14,60	13,14	3,65	34,31
b.	Tourism Association	28,82	21,76	18,82	30,59	17,14	28,57	5,71	14,29	34,29
c.	Village Government	61,76	32,35	5,88	0	64	8	28	0	0
d.	*Pokdarwis*	37,88	30,30	16,67	15,15	28,57	52,38	14,29	0	4,76

n = 75

The Village Government became the most important communicator using face-to-face media meetings by 61.76 percent after the tsunami disaster and 64 percent during the COVID-19 pandemic. When the communication activities of other institutions and organizations decreased during the COVID-19 pandemic, on the contrary, the communication activities of the Village Government increased. *Pokdarwis* as an organization under the village government, continued the face-to-face meetings held by the Village Government with training activities to deepen the knowledge of Tourism MSME owners. Meanwhile, the Pandeglang Tourism Office and tourism associations have begun to switch to using online media meetings through Zoom application for coordinations with Tourism MSMEs' owners.

C. The Communication Processes of Articulating Values ($X_{1.2}$)

In the communication processes of articulating values, Tourism MSMEs provide information to tourism-related government agencies and organizations about their vision and mission, target market, future business direction and their active membership in tourism associations. The Village Government remains the most frequently receiving information from Tourism MSMEs through face-to-face meetings with 70.97 percent after the tsunami disaster and 77.87 percent during the COVID-19 pandemic. Communication activities between Tourism MSMEs' owners and the Village Government, *Pokdarwis* and Pandeglang Tourism Office have increased during the COVID-19 pandemic. Village Government and *Pokdarwis* received information most often through face-to-face meetings. The use of online meeting media with Zoom application by Pandeglang Tourism Office has increased significantly due to social restriction regulations which caused difficulties for this agency in conducting offline meetings and trainings. Meanwhile, tourism associations preferred to receive information through WhatsApp chat application. The results of the communication processes percentage are shown in Table IV as follows:

TABLE IV.   THE COMMUNICATION PROCESSES OF ARTICULATING VALUES PERCENTAGE

$X_{1.2}$	The Communication of Articulating Values								
	Government Agencies and Organizations Related to Tourism	After The Tsunami Disaster				During The COVID-19 Pandemic			
		Offline Media		Online Media		Offline Media		Online Media		
		M	T	CA	SM	M	T	CA	SM	MA
a.	Pandeglang Tourism Office	44,92	22,03	22,88	10,17	12,07	13,79	13,79	0	60,34
b.	Tourism Association	48,89	22,22	28,89	0	36,36	18,18	40,91	0	4,55
c.	Village Government	70,97	22,58	6,45	0	77,87	22,22	0	0	0
d.	*Pokdarwis*	42,86	26,19	19,05	11,90	54,55	31,82	4,55	0	9,09

n = 75

D. The Communication Processes of Acknowledging Entanglement ($X_{1.3}$)

Tourism MSMEs communicate with more government agencies, institutions and organizations in acknolwedging their entanglement. Apart from seeking information about financial and non financial aids for business recovery, they also offered tourism business cooperation and promoted their services and products to various government agencies, educational institutions, private companies to tourists. Table V below presents the results of this communication process:

TABLE V.   THE COMMUNICATION PROCESSES OF ACKNOWLEDGING ENTANGLEMENT PERCENTAGE

$X_{1.3}$	The Communication of Acknowledging Entanglement								
	Government Agencies and Organizations Related to Tourism	After The Tsunami Disaster				During The COVID-19 Pandemic			
		Offline Media		Online Media		Offline Media		Online Media		
		M	T	CA	SM	M	T	CA	SM	MA
a.	Government Agencies	22,97	39,19	36,49	1,35	7,69	15,38	43,08	18,46	15,38

n = 75

The highest frequency of communication from Tourism MSMEs' owners was to private companies through face-to-face meetings by 51.72 percent after the tsunami disaster and increased significantly through chat applications by 92.86 percent during the COVID-19 pandemic. The tsunami disaster has attracted the attention of private companies and educational institutions to directly visit the affected villages. They came to provide aids and to discuss cooperation proposals offered by Tourism MSMEs' owners to them. During the COVID-19 pandemic, as there were travel restriction regulations, Tourism MSMEs' owners chose WhatsApp chat application to seek aids and business cooperations from private companies thus to promote their services and products. Zoom meeting application was only used to communicate to educational institutions. Tourism MSMEs did not use this medium in the communication to private companies and tourists, although Zoom meeting application is far more effective for explaining proposals to request aids or business cooperations and for promotional brochures of their services and products.

E. The Communication Processes of Investigating Alternatives ($X_{1.4}$)

The communication process of investigating alternatives allows Tourism MSMEs to get ideas for promoting and selling through internet along with the lessons to create creative content, suggestions for alternative business activities and guidelines for finding business opportunities. The Village Government was the most frequent agency that provide Tourism MSMEs with ideas, suggestions and guidance through face-to-face meetings with 72.73 percent after the tsunami disaster and 100 percent during the COVID-19 pandemic. Private companies were also quite often in carrying out this communication process. One of them is Booking.com application company, facilitated by Pandeglang Tourism Agency. In fact, this communication process would be better delivered through trainings, especially in learning to create creative content. Educational institutions such as Indonesian state and private universities were the most frequent that provide this kind of trainings. This communication activity was carried out much more frequently by all government agencies, educational institutions and organizations after the tsunami disaster and much less during the COVID-19 pandemic as those organizations assumed that trainings had already been given during the tsunami disaster crisis. The following Table VI explains the results of these percentages:

TABLE VI.   THE COMMUNICATION PROCESSES OF INVESTIGATING ALTERNATIVES PERCENTAGE

$X_{1.4}$	The Communication of Investigating Alternatives								
	Government Agencies and Organizations Related to Tourism	After The Tsunami Disaster				During The COVID-19 Pandemic			
		Offline Media		Online Media		Offline Media		Online Media		
		M	T	CA	SM	M	T	CA	SM	MA
a.	Pandeglang Tourism Office	22,86	45,71	28,57	2,86	10,45	29,85	19,40	14,93	25,37
b.	Tourism Association	56,41	12,82	30,77	0	10	15	50	0	25
c.	Village Government	72,73	18,18	9,09	0	100	0	0	0	0
d.	*Pokdarwis*	29,41	35,29	35,29	0	0	0	33,34	33,33	33,33
e.	Educational Institutions	37,04	51,85	11,11	0	20	60	20	0	0
f.	Private Companies	66,67	27,78	5,56	0	66,67	0	33,33	0	0

n = 75

F. The Communication Processes of Evaluating (in) Action ($X_{1.5}$)

The tsunami disaster and the COVID-19 pandemic crises suspended the tourism business for a while. Tourism MSMEs received information to close their businesses during the enactment of government regulations, expressed their willingness to comply but also reported a drastic decline of their income in the communication process of evaluating (in) action. The percentage

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results are described` in Table VII below:

TABLE VII.   THE COMMUNICATION PROCESSES OF EVALUATING (IN) ACTION PERCENTAGE

X 1.5	The Communication of Evaluating (in) Action								
	Government Agencies and Organizations Related to Tourism	After The Tsunami Disaster				During The COVID-19 Pandemic				
		Offline Media		Online Media		Offline Media		Online Media		
		M	T	CA	SM	M	T	CA	SM	MA
a.	Pandeglang Tourism Office	34,27	11,19	43,36	11,19	29,41	9,24	44,54	6,72	10,08
b.	Tourism Association	42,86	57,14	0	0	58,82	17,65	0	19,61	3,92
c.	Village Government	60,87	30,43	4,35	4,35	14,75	75,41	1,64	6,56	1,64
d.	*Pokdarwis*	88,89	0	11,11	0	0	0	100	0	0

n = 75

After the tsunami disaster, *Pokdarwis* became the organization that most frequently communicated to Tourism MSMEs using face-to-face meetings with 88.89 percent. Meanwhile, during the COVID-19 pandemic, they communicated more intensely through chat applications with 100 percent. Even though the Village Government also chose face-to-face meetings after the tsunami disaster, they increased information about government regulations related to the COVID-19 pandemic crisis through trainings. Communication activities with tourism associations were also quite frequent both after the tsunami disaster and during the COVID-19 pandemic. The Pandeglang Tourism Office as the most responsible government agency in informing government regulations related to tourism only used WhatsApp chat application to send official notification letters, both after the tsunami disaster and during the COVID-19 pandemic.

G. The Communication Processes of Embracing Transformation ($X_{1.6}$)

In the communication process of embracing transformation, Tourism MSMEs received guidance to analyze changes for their business continuity and create preparedness plans for other future disruptions. They then reported their new work program to respond crises and the results of their business achievement target re-evaluation. After the tsunami disaster, face-to-face meetings were the most often used media by Tourism MSMEs, especially to communicate to Village Governments with 70.73 percent. During the COVID-19 pandemic, they used this media more frequent in communicating to *Pokdarwis* with 64.29 percent. They also communicated quite frequently with tourism associations through face-to-face meetings both after the tsunami disaster and during the COVID-19 pandemic. Communication activities in embracing transformation were also the results of communication activities in mitigating harm and communication in investigating alternatives. After receiving guidance from various government agencies and organizations, Tourism MSMEs' owners then began to create new work programs and re-evaluate their business achievement targets. In this communication process, the use of online chat media was far more frequent than social media and online meeting applications during the COVID-19 pandemic. WhatsApp chat application was considered quite effective to receive guidance in analyzing changes and making preparedness plans. Even so, using the online meeting applications such as Zoom or G-Meet for this communication process should be more effective than WhatsApp. The following Table VIII represents the results of this communication process percentage:

TABLE VIII.   THE COMMUNICATION PROCESSES OF EMBRACING TRANSFORMATION PERCENTAGE

X 1.6	The Communication of Embracing Transformation								
	Government Agencies and Organizations Related to Tourism	After The Tsunami Disaster				During The COVID-19 Pandemic				
		Offline Media		Online Media		Offline Media		Online Media		
		M	T	CA	SM	M	T	CA	SM	MA
a.	Pandeglang Tourism Office	44,78	38,81	14,93	1,49	19,15	12,77	31,91	4,26	31,91

b.	Tourism Association	66,67	25	8,33	0	55	10	25	0	10
c.	Village Government	70,73	4,88	9,76	14,63	53,85	0	46,15	0	0
d.	*Pokdarwis*	69,23	15,38	15,38	0	64,29	0	35,71	0	0

n = 75

Based on the percentage results from the analysis of six resilience communication processes, the Village Government of each tourism village affected by crises were the government agency that most frequently communicated to Tourism MSMEs of their respective villages. This is not a surprising result as the main task of tourism village government is to develop Tourism MSMEs' business for mutual progress. However, the tourism business development in all three tourism villages is still focused on homestay businesses, trip and leisure agencies and large restaurants. The business of rental facilities at tourism places such as traditional boat and speed boat owners and motorcycle taxi transportation services are rarely invited to join the communication processes of resilience, even though they also support tourism activities of their villages.

The most often used media was face-to-face in various forms, ranging from formal meetings, informal discussions, consultations to coordinations both after the tsunami disaster and during the COVID-19 pandemic. The good point is that the use of online media such as chat applications, social media and meeting applications started to increase. The most frequently used chat application was WhatsApp, while for social media were Facebook and Instagram. For online meeting applications, Zoom was the most often used media. Nevertheless, Tourism MSMEs' owners still feel that using face-to-face media is better than using online media to communicate important things.

Pandeglang Tourism Office is the most responsible government agency to the recovery and development of MSMEs' tourism business in this region. Although this agency was involved in all communication processes of resilience with Tourism MSMEs, this agency did not communicate equally with all MSMEs in those three tourism villages. Pandeglang Tourism Agency communicated more frequently with representatives of each tourism business type, tourism association officials and *Pokdarwis* members. The number of Tourism MSMEs' owners who were not entirely involved in the communication processes of resilience with this agency was very high, especially for business types of diners, rental of facilities at tourism places such as traditional boats, speed boats and motorcycle taxi services, as well as homestays whose locations are far from tourism places. This is a mistake as MSMEs from various types of tourism businesses could also contribute to the development of those tourism villages.

The communication processes of resilience were carried out more frequently after the tsunami disaster than during the COVID-19 pandemic. This happened because only a few areas in Indonesia were affected by the tsunami disaster crisis at the end of December 2018. As the consequence, the communication from government agencies, institutions and organizations related to tourism was focused on worst affected tourism villages in Pandeglang Regency. Meanwhile, the COVID-19 pandemic impact in Indonesia which started from the end of March 2020 to the end of December 2022 was perceived by almost all tourism villages in Indonesia due to national and international travel restrictions. Thus, the communication from tourism-related government agencies, institutions and organizations was spread evenly to all regions of Indonesia.

H. **The Influence of Tourism MSMEs' Communication Processes of Resilience towards Their Business Resilience**

Based on the PLS Algorithm test result, there are two indicators that have loading values of less than 0.7. These two indicators are The Communication of Acknowledging Entanglement ($X_{1.3}$) and The Communication of Evaluating (in) Action ($X_{1.5}$). As a result, they are removed (reduced) from the model. Other indicators have values of more than 0.7. These results indicate that the indicators used in this research can reflect latent variables (presented in Table IX on the following page). The results of the variable validity test are described by the Average Variance Extracted (AVE) value which are greater than 0.5, X_1 with 0.824 and Y_1 with 0.693. The reliability per variable which is described from the Cronbach's Alpha value, rho_A, and composite reliability has been fulfilled with a value greater than 0.6.

TABLE IX.   OUTER MODEL VALUE OF EACH INDICATOR

Variables	Indicators	Codes	Loading Values	
			Initial Values	Final Values
The Communication	The Communication of Mitigating Harm	$X_{1.1}$	0.878	0.879
	The Communication of Articulating	$X_{1.2}$	0.937	0.958

Processes of Resilience of Tourism MSMEs	Values			
	The Communication of Acknowledging Entanglement	$X_{1.3}$	**0.082**	**Reduced**
	The Communication of Investigating Alternatives	$X_{1.4}$	**0.942**	**0.959**
	The Communication of Evaluating (in) Action	$X_{1.5}$	**0.546**	**Reduced**
	The Communication of Embracing Transformation	$X_{1.6}$	**0.832**	**0.828**
Business Resilience of Tourism MSMEs	The Ability to Survive from Disruptions	$Y_{1.1}$	**0.796**	**0.801**
	The Ability to Minimize Vulnerabilities	$Y_{1.2}$	**0.924**	**0.928**
	The Ability to Recover and to Continue Business	$Y_{1.3}$	**0.790**	**0.785**
	Adaptive Ability	$Y_{1.4}$	**0.842**	**0.837**
	Transformative Capability	$Y_{1.5}$	**0.778**	**0.775**
	Innovative and Positive Performance Capability	$Y_{1.6}$	**0.848**	**0.848**
	Competitive Ability	$Y_{1.7}$	**0.896**	**0.899**
	The Ability to Seize Business Opportunities	$Y_{1.8}$	**0.771**	**0.776**

n = 75

The very low loading value of the communication of ackowledging entanglement ($X_{1.3}$) indicates that almost all Tourism MSMEs' owners in the three touristm villages affected by two crises were not active in seeking information on financial or non financial aids to recover their tourism business. They were also not active in offering tourism-related cooperations to other institutions and organizations due to their limited knowledge of cooperation forms which could benefit both parties. They promoted their tourism services or products only to tourists through social media, even though various government agencies and private companies could become their potential customers. Only a few of them were willing to pay for advertisements of their tourism business such as Google Ads although this kind of advertisement could bring new customers.

The low loading value of the communication of evaluating (in) action ($X_{1.5}$) shows that tourism-related government agencies and organizations lacked in communicating government regulations concerning the crises. Tourism MSMEs' owners in the three tourism villages were aware of these various government regulations through information from other government agencies to mass media. They found out government regulations concerning the tsunami disaster through information disseminated by the Geophysics, Climatology and Meteorology Agency on social media, online news media and television. Meanwhile, they acknowledged the government regulations regarding COVID-19 pandemic from local Health Office and *Puskesmas* (Indonesian Community Health Center).

Despite of two indicators are reduced, The Communication Processes of Resilience of Tourism MSMEs variable (X_1) has a significant positive influence on Business Resilience of Tourism MSMEs variable (Y_1). Therefore, if X_1 is increased by 100 percent, it will increase Y_1 by 56 percent. The following Table X explains these results:

TABLE X.   BOOTSTRAP WEIGHT RESULTS OF EACH INDICATOR ON LATENT VARIABLE

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
The Communication Processes of Resilience of Tourism MSMEs → Business Resilience of Tourism MSMEs	0.565	0.599	0.127	4.442	**0.000**

n = 75

In this study, it is found out that R^2 value is 0.32. The result indicates that The Communication Processes of Resilience of Tourism MSMEs variable (X_1) as the exogenous variable, is able to explain Y_1 variable (Business Resilience of Tourism MSMEs) by 32 percent and the remaining 68 percent is explained by other variables outside this study. This value is in the moderate category.

V. CONCLUSION

There are only four communication processes of resilience out of six that influence business resilience of Tourism MSMEs. They are the communication of mitigating harm, the communication of articulating values, the communication of investigating alternatives and the communication of embracing transformation. The most dominant tourism-related government agencies in the communication processes of resilience were the Village Government of the three tourism villages affected by the tsunami disaster and the COVID-19 pandemic crisis. The most frequent used media for communicatimg was face-to-face meeting, although the use of online media has increased. The communication processes of resilience were also carried out more frequently after the tsunami disaster than during the COVID-19 pandemic.

VI. RECOMMENDATIONS

Pandeglang Tourism Office as the most related government agency to the recovery and development of Tourism MSMEs' business, needs to communicate more evenly to reach all Tourism MSMEs in their region. The use of online media with meeting applications such as Zoom or G-Meet needs to be increased in the communication processes, in order to save costs and time. Tourism MSMEs' owners are advised to be more active in seeking information and increasing knowledge concerning tourism business by participating in trainings, workshops and seminars or through online media by frequently accessing the websites of government agencies, educational institutions, private companies or organizations that provide financial or non financial aids and business cooperation in the tourism sector.

As the Communication Theory of Resilience (CTR) in the terminology of economic resilience is a brand new theory, it is recommended to apply this new theory in both further quantitative and qualitative researches to analyze larger enterprises at other business sectors. It is also suggested to use various types of mixed methods approach to have a better implementation of this theory.

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