

LEADERSHIP AND COMMUNICATION AS DRIVERS OF ORGANIZATIONAL RESILIENCE IN TOURISM CRISIS MANAGEMENT

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ABSTRACT

Crisis situations in tourism, such as pandemics, natural disasters, and economic downturns, pose significant challenges to the continuity of operations in tourism enterprises. In such circumstances, the way organizations manage human resources and information becomes a critical factor for their resilience. The aim of this study is to analyze the impact of leadership styles and communication practices on the organizational resilience of tourism enterprises during crises, with a particular focus on the role of participative leadership and two-way communication in enhancing organizations' capacity to adapt to crisis-induced changes. The research was conducted through a qualitative analysis of relevant scientific literature and selected case studies from the tourism sector. The analysis focused on identifying patterns in managerial practices and communication strategies during crisis situations. Results indicate that organizations implementing inclusive, participative leadership and transparent, two-way communication achieve higher adaptability, greater employee engagement, and more efficient recovery compared to organizations employing hierarchical or autocratic management models. Digital communication tools play a significant role in maintaining organizational stability during crises, enabling timely information dissemination to employees and clients, better team coordination, and continuity of operations. Case studies show that organizations integrating participative leadership with two-way and digital communication achieve resilience levels between 80% and 95%, whereas organizations with autocratic or transformational leadership styles and one-way communication demonstrate lower resilience levels (50–70%). These findings confirm previous research and emphasize the practical application of theoretical insights in real-world business environments. The synergy of leadership and communication enables organizations to adapt more rapidly during crisis periods, enhance flexibility in business processes, achieve more stable financial outcomes, and strengthen employee engagement, which directly impacts service quality and client satisfaction. The study also highlights the importance of organizational adaptive capacity, the ability to learn from previous crisis experiences, and process innovation as additional factors contributing to resilience. Based on the results, practical recommendations for managers can be drawn: tourism enterprises should promote participative leadership, implement digital two-way communication channels, and develop comprehensive crisis management plans. These strategies not only enable organizations to survive crises but also allow them to emerge stronger, with improved internal processes and a greater ability to respond to future challenges.

Keywords: leadership, participative leadership, communication, crisis management, tourism, organizational resilience.