

**Extending Leadership behavior & Strategic skills for managers to
handle Business Continuity and Disaster Management in Small and
Medium Sized Enterprises (SMEs)**

By

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Dedication

This Thesis is dedicated to my Parents and my Family.

For their endless love, support and encouragement.

Acknowledgements

I would like to express my deepest gratitude to all those who contributed to the successful completion of this study on "Extending Leadership Behavior & Strategic Skills for Managers to Handle Business Continuity and Disaster Management in Small and Medium-Sized Enterprises (SMEs)."

First and foremost, I extend my heartfelt thanks to *Swiss School of Business and Management DBA Program* for their support and resources that enabled this research. My sincere appreciation goes to Dr Ramesh Kumar, whose invaluable guidance, insights, and encouragement were pivotal in shaping the direction of this study.

I am deeply grateful to the leaders, managers, and employees of various SMEs who generously shared their experiences and perspectives. Their contributions provided the foundation for understanding the real-world challenges and strategies essential for managing business continuity and disaster scenarios effectively.

A special note of thanks to my family, colleagues and friends for their unwavering support, motivation, and belief in me throughout this endeavor. Their encouragement kept me focused and inspired during the most challenging phases of this research.

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Lankesh Somashekar

ABSTRACT

The increasing complexity of modern business environments demands the enhancement of leadership behavior and strategic skills among managers, particularly in Small and Medium-Sized Enterprises (SMEs), to effectively handle business continuity and disaster management. SMEs are highly vulnerable to disruptions, making proactive leadership and robust strategies critical for resilience and sustainability.

Purpose/Objective

This study explores how extending leadership behavior and strategic decision-making skills equips managers to address challenges related to business continuity and disaster management in SMEs. The study aims to provide actionable insights for SME managers, policymakers, and industry stakeholders to build organizational resilience.

Methodology/Approach

Using a mixed-methods approach, this study combines a comprehensive review of literature, case studies, and insights from expert interviews. It examines key leadership behaviors, strategic planning frameworks, and best practices in disaster management tailored to the SME context.

Findings/Results

The findings indicate that adaptive leadership, effective communication, and scenario-based strategic planning significantly enhance SMEs' capacity to navigate crises. Barriers such as limited resources, insufficient training, and lack of disaster preparedness plans were identified, alongside opportunities for leveraging technology, collaboration, and innovation to strengthen continuity practices.

Significance/Implications

This study underscores the pivotal role of leadership in fostering a culture of preparedness and resilience within SMEs. By adopting targeted strategies, managers can enhance operational stability, safeguard assets, and ensure long-term sustainability even in the face of disruptions.

Conclusions

The research highlights that extending leadership and strategic capabilities is essential for mitigating risks and ensuring business continuity in SMEs. A proactive and well-

equipped leadership approach can drive resilience, minimize disruptions, and support sustainable growth.

Limitations

The study focuses on SMEs within specific industries and geographic regions, which may limit the generalizability of the findings. Further research is needed to explore cross-sectoral and global perspectives.

Recommendations/Future Research

Future studies should investigate the integration of emerging technologies like AI and data analytics into disaster management frameworks for SMEs. Longitudinal research on leadership development and its impact on organizational resilience can provide deeper insights into sustaining continuity under dynamic conditions.

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Chapter -1

1.1 Introduction

In a business climate that is becoming more unpredictable, which is defined by fast technical breakthroughs and socio-economic transformations, small and medium-sized enterprises (SMEs) confront particular problems in maintaining the continuation of their operations and effectively managing disasters. The resiliency of these businesses is dependent not only on their operational capabilities, but also, to a great extent, on the leadership behaviors and strategic talents of their managers. The capacity to overcome crises with agility and foresight is essential for effective leadership in small and medium-sized enterprises (SMEs), which demands a deep awareness of the organizational environment. Managers are required to cultivate a culture of readiness among their teams while simultaneously developing abilities in risk assessment, crisis communication, and resource allocation. Small and medium-sized enterprise (SME) managers have the ability to foster resilience by adopting a proactive leadership strategy that incorporates strategic planning and risk management. This approach ensures that their firms not only survive but also prosper in the face of adversity. This complete emphasis on leadership behavior and strategic abilities is essential for small and medium-sized enterprises (SMEs), as it enables them to predict unexpected disruptions and react effectively, therefore protecting their operations and supporting their long-term viability.

In addition to cultivating a culture of readiness, small and medium-sized enterprises (SMEs) need to acknowledge the need of adopting adaptable leadership styles in order to strengthen their resistance to disruptions. For example, transformational leadership fosters an environment that is conducive to creativity and gives workers the authority to participate in attempts to find solutions to problems, which is particularly important during times of crisis. The managers of an organization are able to develop a common vision that is in line with the continuity objectives of the

business if they inspire and motivate their staff. Furthermore, participatory leadership has the ability to improve cooperation and communication, which in turn enables a more thorough awareness of risks and viable solutions from a variety of viewpoints inside the business.

In addition, the capacity to assess complicated situations and devise comprehensive backup plans is an essential component of strategic abilities in the areas of business continuity and catastrophe management. There are many different kinds of disruptions that might occur, such as natural catastrophes, cyber-attacks, or supply chain outages. Managers are responsible for evaluating the risks that exist within their operations and establishing clear policies for such disruptions. Employees may be equipped with the skills essential to react successfully during a crisis via the use of regular training and simulations. This helps to minimize the possibility for losses and preserve the integrity of the operations. In addition, the incorporation of technology is a very important factor in the improvement of business continuity methodologies. When it comes to identifying new dangers and determining how they will affect the company, managers are required to make use of data analytics and monitoring systems that operate in real time. The use of digital solutions not only makes response efforts more efficient, but it also makes it possible to improve communication with many stakeholders, such as consumers, suppliers, and regulatory agencies. When small and medium-sized enterprises (SMEs) continue to negotiate the complexity of the contemporary business environment, it will be especially important for them to match their leadership behavior with their strategic management abilities in order to ensure their resilience and sustainability in the face of unpredictability.

At the end of the day, a comprehensive approach to business continuity and crisis management is represented by the junction of leadership behavior and strategic talents. By giving these components a higher priority, small and medium-sized enterprises (SMEs) have the ability to construct a resilient organizational culture that not only can endure obstacles but also makes the most of chances for development and innovation. In a market that is always changing, this proactive posture not only safeguards the business but also improves its reputation and its

ability to compete with other products and services. For this reason, it is necessary for small and medium-sized enterprises (SMEs) that want to succeed in today's dynamic and sometimes unpredictable business climate to make investments in the development of leadership competencies and strategic acumen.

Emotional Intelligence (EI): To successfully traverse the emotional terrain during times of crisis, leaders in small and medium-sized enterprises (SMEs) need to build emotional intelligence. Managers that have a high emotional intelligence are able to sympathize with their teams, comprehend the issues of their employees, and communicate with clarity and compassion. Not only does this assist to preserve morale, but it also helps to promote trust and cooperation among workers during times of difficulty.

Stakeholder Engagement: In small and medium-sized enterprises (SMEs), effective crisis management requires acknowledging the many stakeholders who are impacted by interruptions. These stakeholders include workers, customers, suppliers, and the community. It is necessary for managers to acquire skills in the area of stakeholder engagement, which involves making certain that all stakeholders are aware, engaged, and in agreement with the business continuity plans. A collaborative approach to crisis management may be made easier by the use of systems that promote regular communication and feedback.

Scenario Planning: It is important for managers to use scenario planning approaches in order to visualize a variety of possible interruptions and the effects they will have on operations. By modeling a variety of crisis situations, leaders are able to discover weaknesses and build response tactics that are specifically customized to their needs. This proactive strategy improves readiness and enables decisions to be made more quickly and effectively during genuine situations rather than waiting until the last minute.

Cross-Functional Collaboration: The management of disasters and the continuation of business operations involve contributions from a number of departments, including those dealing with operations, finances, and human resources. It is the responsibility of managers to cultivate an atmosphere that

encourages collaboration and allows cross-functional teams to work together to design and execute continuity plans. Increasing the number of different points of view that are considered improves the ability to solve problems and results in more complete tactics.

Continuous Learning and Adaptation: The panorama of risks and challenges is always shifting, which is why small and medium-sized enterprises (SMEs) need to cultivate a culture of continuous learning. It is imperative that managers make continuous training and professional development a priority for both themselves and the teams they oversee. A leader's ability to modify their plans to meet new difficulties is directly correlated to their level of awareness about the most recent developments, technology, and best practices in the field of disaster management.

Crisis Leadership Development: For the purpose of providing managers with the competencies essential to lead successfully during times of emergency, organizations need to make investments in crisis leadership development programs. A number of essential topics, including crisis communication, decision-making under duress, and emotional resilience, may be covered for participants in these sessions. The overall reaction skills of small and medium-sized enterprises (SMEs) may be improved by constructing a pipeline of crisis-ready leaders.

Use of Technology and Tools: Incorporating technology into corporate operations may dramatically enhance efforts to handle disasters and maintain business continuity. When it comes to coordinating recovery operations, managers should make use of technologies such as cloud-based solutions for data backup, communication platforms for real-time updates, and software for project management. It is possible to improve operational resilience by gaining an understanding of how to successfully employ these technologies.

Financial Planning and Resource Allocation: Strategic financial planning is very necessary for the continuation of a firm. It is necessary for managers to acquire the skills necessary to create budgets for risk reduction and recovery initiatives. The establishment of emergency savings, the acquisition of insurance coverage, and the identification of prospective sources of financial help during times of crisis are all

included in this. Resource allocation that is both efficient and effective guarantees that the business can react in a timely and efficient manner.

Developing a Business Continuity Culture: In addition to the leaders of specific departments, it is vital to cultivate a culture of business continuity across the whole company. Those in management positions should work to raise awareness and educate employees at all levels about the concepts of company continuity. Promoting a feeling of ownership and responsibility among employees with regard to the resilience of the company may be accomplished by encouraging their involvement in planning projects and exercises.

Post-Crisis Evaluation: Following a crisis, it is essential for managers to carry out an in-depth analysis of the efforts that were made to respond to the situation. It is possible to get useful insights for future readiness by doing an analysis of what worked well and identifying areas in which improvements may be made. A commitment to learning is strengthened via the use of this reflective technique, which also makes it possible to continuously improve business continuity measures.

1.2 Research Problem

Small and medium-sized businesses (SMEs) have a distinct, one-of-a-kind set of challenges when it comes to effectively managing business continuity (BC) and disaster management (DM). This is because of the limited scale, resources, and operational complexity that they possess. Even though proactive leadership behavior and strategic abilities are of critical significance in navigating these issues, many small and medium-sized businesses (SMEs) struggle to prioritize and integrate business continuity and digital marketing into their organizational structures. This is despite the fact that these issues are of critical importance. Problems such as insufficient financial resources for comprehensive preparation activities, a lack of specialized knowledge in risk assessment and crisis management among leadership, and an inadequate understanding of the possible effect that disruptions might have been considered to be among the most significant obstacles that need to be overcome. Furthermore, when trying to strike a balance between the immediate operational demands and the long-term efforts to increase

resilience, small and medium-sized businesses (SMEs) often experience issues. This is because maintaining a balance between the two may be difficult. Because of this, there is a possibility that vulnerabilities may arise, which might put the organization's continuity and long-term viability at danger. Small and medium-sized enterprise (SME) leaders need to be able to embrace proactive leadership behaviors, improve strategic abilities in risk management and crisis response, and cultivate a resilient organizational culture that places a priority on readiness and the ability to adapt in order to effectively address these challenges. It is necessary to develop individualized strategies that enable these outcomes. Small and medium-sized businesses (SMEs) have the potential to improve their resilience, effectively decrease risks, and continue company operations in the face of a wide range of unanticipated interruptions provided they are able to address these issues in the appropriate manner.

1.3 Purpose of Research

The objective of this study is to investigate and expand upon the leadership behaviors and strategic abilities that are essential for managers working in small and medium-sized businesses (SMEs) to possess in order to successfully manage business continuity and catastrophe management. Through the documentation of successful case studies and the analysis of current leadership capacities inside small and medium-sized enterprises (SMEs), the purpose of this research is to identify best practices that contribute to effective crisis management. In order to develop specialized methods that are in line with the particular requirements of these organizations, it attempts to get an understanding of the specific issues that these organizations confront, such as limited resource availability and variable perceptions of risk. The study will also analyze the influence that technical improvements have had on leadership behaviors and strategic abilities, as well as explore the role that emotional intelligence plays in improving the efficacy of management performance during times of crisis.

The purpose of this study is to provide managers with a complete framework that incorporates these factors in order to assist them in the process of establishing and putting into action effective business continuity strategies. The development of a

culture of readiness inside small and medium-sized enterprises (SMEs), the identification of techniques to involve workers, and the promotion of understanding of disaster management concepts will be among the primary focuses. In addition, the research will evaluate the training requirements of managers, with the goal of ensuring that training programs are in line with the competences that are necessary for efficient crisis management. In the end, the purpose of the study is to determine the extent to which improved leadership capabilities have an effect on the overall resilience of small and medium-sized enterprises (SMEs) and to provide policy suggestions that encourage the development of leadership skills in the field of disaster management. The purpose of this research is to provide a substantial contribution to the existing body of knowledge on business continuity and disaster management in small and medium-sized enterprises (SMEs) by addressing these goals. The study aims to provide managers with the tools and techniques that are necessary to successfully traverse problems and secure the sustainability of their organizations.

1.4 Significance of the Study

The relevance of this research resides in the fact that it has the potential to improve our knowledge of the leadership behaviors and strategic abilities that are essential for successful business continuity and crisis management in small and medium-sized enterprises (SMEs). Because small and medium-sized enterprises (SMEs) make up a significant component of the global economy, their capacity to remain resilient in the face of adversity is critical to the continued development and stability of the economy. This study has the potential to give vital insights for managers of small and medium-sized enterprises (SMEs), allowing them to build successful strategies that strengthen their businesses' capacity to survive shocks. These insights may be obtained by identifying best practices and frameworks. The research also highlights the impact that emotional intelligence and technology play in the development of effective leadership during times of crisis, which contributes to a more nuanced understanding of how these aspects might affect the resilience of an organization. As a result of these results, governments and industry groups will be able to develop supporting frameworks and training programs that are specifically targeted to the specific issues that small and medium-sized enterprises (SMEs)

confront. The research not only contributes to the advancement of academic knowledge by addressing these gaps, but it also has practical consequences for the management practices of small and medium-sized enterprises (SMEs), which should eventually contribute to the sustainability and success of these businesses in an increasingly uncertain business climate. Furthermore, this study has the potential to positively influence the larger society by ensuring that small and medium-sized enterprises (SMEs) continue to be strong and capable of navigating future obstacles, therefore supporting economic vitality and innovation. This may be accomplished by cultivating a culture of readiness and resilience.

1.5 Research Purpose and Questions

1. How do effective leadership behaviors influence the ability of SMEs to navigate and manage Business Continuity (BC) and Disaster Management (DM) challenges?
2. What are the key strategic skills that SME managers need to develop to enhance resilience against disruptions?
3. How can SMEs integrate Business Continuity (BC) principles into their organizational culture effectively?
4. What are the primary challenges that SMEs face in preparing for and responding to disasters?
5. What are some case studies or examples of best practices in SME resilience and how can these be applied to enhance BC and DM strategies?

1.6 Contextualizing Business Continuity in SMEs

A look at the special difficulties and possibilities that small and medium-sized enterprises (SMEs) confront when it comes to implementing successful plans for business continuity. Within the context of small and medium-sized businesses (SMEs), it is essential to contextualize business continuity in order to get a knowledge of the specific problems and possibilities that these organizations face when it comes to the development of successful plans. It is common for small and medium-sized enterprises (SMEs) to operate with minimal resources, which makes them more susceptible to

interruptions caused by natural catastrophes, economic downturns, and technology issues. Small and medium-sized enterprises (SMEs) usually lack the infrastructure and skills essential for complete business continuity planning. “This is in contrast to bigger organizations, which may have specialized teams and considerable expenditures for risk management. When confronted with unanticipated occurrences, this might lead to a crisis management style that is reactive rather than proactive, leaving them unprepared to deal with crisis situations.

In addition, small and medium-sized enterprises (SMEs) often face the issue of reconciling the needs of short-term operations with those of long-term strategic planning, which may significantly impede their capacity to invest in solid continuity measures. It is possible that during a crisis, the lack of established norms and frameworks might result in confusion and inefficiency, which would further exacerbate the potential effect on the organization. Nevertheless, in spite of these problems, small and medium-sized enterprises (SMEs) also have a number of distinct benefits that might make it easier to establish successful plans for business continuity. The smaller size of these teams often enables more agile decision-making processes and deeper interactions among team members, which in turn enables these teams to respond more quickly to emergencies. In addition, small and medium-sized enterprises (SMEs) have the ability to make use of cutting-edge technology and solutions that are easier to get, which gives them the tools they need to strengthen their resilience. In this context, it is essential to have a solid awareness of the special issues that small and medium-sized enterprises (SMEs) confront, which include restricted access to information, limited resources, and a lack of established risk assessment procedures. Simultaneously, small and medium-sized enterprises (SMEs) may be guided in the process of developing bespoke business continuity plans that are both effective and sustainable if they acknowledge the possibilities that come with their inherent flexibility and ability for innovation. Through the contextualization of business continuity within the framework of small and medium-sized firms (SMEs), the purpose of this study is to give insights into how these businesses may negotiate their own unique terrain, which will eventually lead to enhanced resilience and operational sustainability in the face of disruptions that are likely to occur. Small and medium-sized businesses (SMEs) find themselves at a crossroads in the field of business continuity, where they are at a point where

vulnerability and opportunity collide. In many cases, the special issues that small and medium-sized enterprises (SMEs) confront are a direct result of their low resources, which might hinder their capacity to establish and execute effective business continuity strategies. It may be challenging for many small and medium-sized enterprises (SMEs) to dedicate cash for risk assessment, crisis training, or the creation of contingency planning since they operate with a limited number of employees and resources. Additionally, the quick rate of change in today's business environment, which is driven by technical breakthroughs and altering market dynamics, adds another layer of complexity. Small and medium-sized enterprises (SMEs) are required to rapidly adapt to new threats while also managing day-to-day operations that are simultaneously complicated.

Additionally, with regard to crisis management, small and medium-sized enterprises (SMEs) do not have the formal structures and procedures that bigger companies normally have in place. Because there are no defined procedures, there is a possibility that misunderstanding may arise during times of emergency, when it is vital to make decisions quickly. Because of the dependence on informal communication methods, there is a possibility that vital information may be missed or miscommunicated, which would further compound the dangers that are connected with interruptions. Further, the mentality of many small and medium-sized enterprises (SMEs) may place a higher priority on immediate survival than on long-term planning, which often results in a reactive response to crises rather than a proactive strategy.

Despite this, there are enormous possibilities hidden behind these kinds of obstacles. By virtue of their inherent agility and flexibility, small and medium-sized enterprises (SMEs) are able to promote fast adaptation and innovation, which in turn enables them to react quickly to unanticipated events. Changes may be implemented more rapidly and effectively by small and medium-sized enterprises (SMEs), in contrast to bigger organizations, which may be slowed down by bureaucracy. When it comes to crisis management, this nimbleness may be an extremely valuable asset since it enables small and medium-sized enterprises (SMEs) to pivot their operations, reallocate resources, and even investigate alternative business models in reaction to disasters.

Furthermore, the growing availability of technology gives a revolutionary opportunity for small and medium-sized enterprises (SMEs) to improve their efforts to maintain business continuity that they are making. Small and medium-sized enterprises (SMEs) may benefit from comprehensive solutions for risk management and crisis response that can be provided via cloud computing, data analytics, and communication platforms. It is possible for small and medium-sized enterprises (SMEs) to enhance their capacity to anticipate potential interruptions, preserve operational continuity, and guarantee efficient communication with stakeholders during times of crisis by using these technologies. Engaging workers at all levels in the process of developing business continuity policies is one way for small and medium-sized enterprises (SMEs) to promote a culture of resilience. The promotion of a feeling of ownership among employees not only gives them the ability to take charge during times of crisis, but it also encourages cooperation and creativity in the process of finding solutions to problems.

The confidence and preparation of employees may be further improved by the implementation of training programs that are specifically designed to develop crisis management abilities. This will ensure that the firm is able to successfully resist disturbances. In the context of small and medium-sized enterprises (SMEs), putting business continuity into perspective reveals both the severe problems that these businesses confront and the one-of-a-kind possibilities that are accessible to them. Through the recognition of these dynamics, the purpose of this study is to shed light on the ways in which small and medium-sized enterprises (SMEs) may build successful business continuity plans that capitalize on their natural strengths while also addressing their weaknesses.

By doing so, small and medium-sized enterprises (SMEs) have the power to strengthen their resilience, protect their operations, and eventually contribute to the overall economic stability and development in a world that is becoming more uncertain. It is impossible to overestimate the value of contextualizing business continuity inside small and medium-sized enterprises (SMEs), since doing so exposes essential insights into the operational landscapes of these businesses. The inherent unpredictability of the contexts in which small and medium-sized enterprises (SMEs) operate is one of the most significant issues they face. The operations of a small or medium-sized enterprise

(SME) may be swiftly destabilized by circumstances such as economic fluctuations, changes in regulatory policies, and competitive pressures”. Therefore, it is vital for managers to foresee possible disruptions and plan strategic countermeasures. The capacity of many small and medium-sized enterprises (SMEs) to detect vulnerabilities and adopt preventative actions is hindered by the fact that they often lack adequate risk management frameworks.

This gap may result in considerable financial and reputational losses during times of crisis, highlighting the critical need for specific business continuity plans that connect with the distinctive features of small and medium-sized enterprises (SMEs). Furthermore, due to the fact that small and medium-sized enterprises (SMEs) are different, their requirements for business continuity are not universally applicable. The way in which small and medium-sized enterprises (SMEs) should handle disaster management is influenced by the industrial setting in which they operate, which is made up of various operational processes and market dynamics. In the case of a manufacturing small and medium-sized enterprise (SME), for instance, the emphasis may be on supply chain resilience, whereas a technology startup may concentrate cybersecurity safeguards. It is necessary to have a thorough understanding of these contextual subtleties in order to design continuity plans that are effectively relevant and aligned with the individual risks and opportunities that each small and medium-sized enterprise (SME) faces.

This study aims to investigate the problems that are particular to the sector and identify the best practices that small and medium-sized enterprises (SMEs) may follow to improve their resilience. With regard to the culture of business continuity inside small and medium-sized enterprises (SMEs), the role of leadership is of the utmost importance. Leaders are obligated to cultivate an atmosphere that places a premium on risk awareness and readiness, therefore fostering an atmosphere that encourages open communication and cooperation among workers. It is possible for leaders to urge their teams to actively participate in planning and training activities by fostering a common awareness of the significance of maintaining business continuity on their teams. The use of this participatory strategy not only improves the overall preparation of the business, but it also gives workers the ability to take responsibility for their responsibilities during times of crisis.

In addition, the incorporation of the opinions of stakeholders is an essential component of successful business continuity planning. Small and medium-sized enterprises (SMEs) often depend on a network of stakeholders, which may include customers, suppliers, and local communities. As a result, the inclusion of these stakeholders is vital in crisis management techniques. It is possible to get useful insights into potential dangers and collaborative solutions by including stakeholders in the planning process. For instance, one way to guarantee that small and medium-sized enterprises (SMEs) have alternate sourcing choices during interruptions in the supply chain is to create good connections with their suppliers. This will enhance their capacity to continue operations. In this era of digital transformation, small and medium-sized enterprises (SMEs) have access to information and resources that have never been seen before, which may reinforce their efforts to maintain company continuity. Computing in the cloud, data analytics, and social media platforms provide small and medium-sized enterprises the ability to monitor data in real time, interact quickly with stakeholders, and make choices based on accurate information during times of crisis.

Nevertheless, the difficulty is in efficiently leveraging these technical breakthroughs in order to construct resilience. The purpose of this study is to investigate the ways in which small and medium-sized enterprises (SMEs) might make use of technology not just to improve their operational skills but also to cultivate a culture of continual development and flexibility. Putting small and medium-sized enterprises (SMEs) in the context of business continuity requires acknowledging the specific issues they face while also shedding light on the possibilities that are there within their operational frameworks. The purpose of this study is to provide small and medium-sized enterprise (SME) managers with the information and tools required to design solid business continuity plans. This will be accomplished by giving a complete understanding of these dynamics. When they do this, small and medium-sized enterprises (SMEs) are able to not only manage the intricacies of their surroundings, but they also emerge stronger and more resilient, which contributes to their long-term sustainability and success in a business landscape that is becoming more turbulent.

1.7 The Role of Leadership in Crisis Management

An article that provides an overview of the ways in which the conduct of leaders directly effects the ability of an organization to react to crises and sustain operations.

The capacity of an organization to successfully react to crises and preserve operational continuity is substantially impacted by the role that leadership plays in crisis management, which is a vital component that constitutes a considerable component. In times of crisis, the actions and choices made by leaders are often the decisive elements in how an organization chooses to handle problems and how it chooses to lessen the effect of disruptions. The ability of effective leaders to exhibit resiliency, decisiveness, and clarity in communication helps to create an atmosphere that is conducive to trust and confidence among workers. The fact that they are able to keep their cool under pressure not only serves to set the tone for the company, but it also motivates other members of the team to keep their attention on the task at hand and stay engaged even when things are chaotic. The manner in which leaders conduct themselves has a direct impact on the culture of the business in relation to crisis management. A culture in which workers feel empowered to express concerns, exchange information, and participate to attempts to solve problems is created by leaders that place a priority on openness and open communication. Because of this collaborative approach, workers are more inclined to take initiative and help one another during times of crisis, which in turn increases the organization's ability to adapt to changing conditions.

In contrast, leaders who display behaviors that are dictatorial or indecisive may generate an environment that is fraught with dread and uncertainty, which can make the issue even more difficult to manage and result in confusion among the workforce. Consequently, the manner in which managers exercise leadership is of utmost importance in determining the manner in which the company reacts to crises. In addition, leaders are accountable for the formulation and execution of crisis management strategies, which is an extremely important responsibility. The identification of possible hazards, the evaluation of vulnerabilities, and the establishment of procedures that direct the organization in the event of an emergency are all among their responsibilities. Through the active participation of workers in the planning process, leaders are able to capitalize on a wide range of viewpoints and ideas, which ultimately results in crisis management plans that are more thorough and efficient. A feeling of ownership is fostered among workers via the use of this participatory method, which not only increases the relevance of the plans but also

makes it more likely that they will adhere to the procedures that have been developed in the event of an emergency.

Additionally, the flexibility of leadership in terms of decision-making is of the utmost importance during times of crisis. It is essential for leaders to possess the ability to quickly evaluate circumstances, consider the many outcomes that may occur, and make well-informed decisions that can dramatically impact the trajectory of the firm. This requires not just an in-depth knowledge of the organization's operations, resources, and external environment, but also the capacity to think critically and creatively when under pressure. Effective leaders are often defined by their readiness to adjust and pivot tactics in response to real-time changes. This ensures that the organization can continue to function and service its stakeholders even in the face of substantial problems faced by the business. During a crisis, leaders are required to handle not only the dynamics inside the organization but also the communications with the outside world. When it comes to sustaining trust and credibility, the capacity to communicate correct information to various stakeholders, including consumers, suppliers, and regulatory agencies, is very necessary.

Leaders who can communicate transparently and empathetically during crises not only preserve the organization's reputation but also reinforce stakeholder relationships, which can be critical for recovery and long-term sustainability. The role of leadership in crisis management is multifaceted and deeply influential. When an emergency situation arises, effective leadership behaviors help to create the culture of the business, improve the effectiveness of collaborative efforts, and direct strategic decision-making. Through the cultivation of a resilient leadership style, as well as the prioritization of open communication and flexibility, leaders have the opportunity to greatly boost their organization's capability to react to crises and assure the continuation of operations. For businesses to achieve long-term success and resilience, it is of the utmost importance to have a solid grasp of the critical role that leadership plays in crisis management. This is because companies are facing an increasingly complex terrain of risks and uncertainties. In the context of crisis management, the value of leadership goes beyond the immediate operational solutions; it also plays a role in shaping the long-term resilience and sustainability of an organization.

During times of crisis, leaders serve as models for their employees to emulate, and the influence that their actions have on employee morale and organizational cohesiveness may be enormous. It is essential for leaders to demonstrate confidence, empathy, and decisiveness in order to build a feeling of security in their staff. This is especially important when it comes to sustaining productivity during times of more chaos. Motivating teams to efficiently interact, exchange information, and execute crisis management strategies in a smooth manner may be accomplished via the provision of emotional support. On the other hand, a lack of leadership that is both visible and effective may result in fear, disinformation, and chaos, which eventually undermines the organization's capacity to deal with issues.

Furthermore, capacity to create and exploit connections with a variety of stakeholders is an essential component of leadership in crisis management. Leaders that are effective are aware that their firms do not function in isolation; rather, they are a component of a larger ecosystem that includes consumers, suppliers, regulatory agencies, and the community. During times of crisis, it is essential for leaders to keep the lines of communication open with the many stakeholders in order to cultivate goodwill and teamwork, which may be very beneficial. Developing solid ties with suppliers, for instance, might make it possible for companies to maintain access to essential resources even when faced with difficult conditions. Communication with consumers that is open and honest may also assist in the management of their expectations and the maintenance of trust, both of which are necessary for providing long-term loyalty.

When applied to the setting of small and medium-sized businesses (SMEs), the leadership function takes on an even more prominent role. When it comes to mobilizing existing resources and coordinating team efforts towards a shared purpose during a crisis, good leadership is essential. This is because many small and medium-sized enterprises (SMEs) are faced with resource restrictions. It is common for leaders in small and medium-sized enterprises (SMEs) to wear numerous hats. Their capacity to swiftly analyze circumstances, allocate duties, and encourage their workers may be the deciding factor in whether or not their organization will survive or fail. The agility and flexibility that are inherent in leaders of small and medium-sized enterprises (SMEs) helps ease the process of making decisions quickly and coming up with inventive

solutions to problems, which enables these businesses to pivot and successfully react to new challenges.

As an additional point of interest, the post-crisis phase is a key component of leadership in incident management. The executives of an organization are obligated to conduct in-depth assessments of the company's reaction after successfully managing a crisis. Not only does this include evaluating what went well, but it also requires determining areas that may need some improvement. Through the cultivation of a culture that encourages introspection and education, leaders have the ability to guarantee that the company will emerge more robust and better equipped to face future difficulties. A mentality that is focused on continuous improvement is essential for the development of resilience because it pushes companies to modify their methods in accordance with the lessons that they have learned from previous experiences.

When it comes to crisis management, leadership is responsible for a number of responsibilities, including the anticipation of future hazards and the preparation of the organization appropriately. When leaders take the initiative to spend time in risk assessment and scenario planning, they ensure that their teams are prepared with the knowledge and skills necessary to deal with any disruptions. The leaders of an organization have the ability to improve the company's preparedness to react successfully to crises by building a precise framework for crisis management. This framework should include communication protocols and training programs.

Leadership has a multidimensional role in crisis management, impacting not just the immediate reactions to crises but also the long-term health and sustainability of the organization. This is because leadership has the potential to influence both of these aspects. Building resiliency, improving stakeholder relationships, and cultivating a culture of continuous improvement are all outcomes that may be achieved via effective leadership conduct. The relevance of excellent leadership becomes even more evident for small and medium-sized enterprises (SMEs), which may have limited resources. This is because effective leadership may promote dynamic decision-making and create cooperation across teams. The critical importance of leadership in crisis management will only grow as organizations continue to face a variety of challenges in today's dynamic environment. This highlights the necessity for leaders to develop the skills and

behaviors necessary to guide their organizations through circumstances that are both challenging and opportunities.

1.8 Strategic Skills Essential for Disaster Management

When it comes to efficiently managing catastrophes and ensuring company continuity, managers need to acquire strategic capabilities. This article provides a thorough explanation of these competencies. When it comes to catastrophe management, the strategic capabilities that managers need to build are of the utmost importance in order to guarantee the resilience and continuity of their organizations. The effective management of disasters involves a proactive strategy that incorporates risk assessment, strategic planning, and resource allocation in order to successfully traverse the intricacies of unforeseen interruptions. Reactive methods are not sufficient for effective disaster management. In order to be able to forecast possible crises, evaluate the effect of such crises, and put in place measures to minimize risks, managers need to have a varied range of strategic abilities. Risk management, which entails recognizing, assessing, and ranking the risks that potentially pose a danger to the business, is one of the key competencies. The ability to do comprehensive risk assessments, making use of methods such as SWOT analysis (which stands for strengths, weaknesses, opportunities, and threats), is an essential skill for managers to possess. This allows them to comprehend the vulnerabilities and possible repercussions on operations. One of the most important skills for managers in disaster management is the ability to make decisions in the face of uncertainty.

In the midst of a crisis, information may be scant or fast changing, which necessitates that leaders make choices that are informed as quickly as possible. Because of this, managers need to be able to analyze a variety of situations and outcomes while maintaining the flexibility to react to new information as it becomes available. This requires a combination of analytical thinking and intuitive judgment. Creating backup plans that include specific procedures to follow in the event of a variety of emergency situations is also quite important.

These plans must to be very well written and disseminated across the whole business in order to guarantee that every worker is aware of their respective tasks and duties in the event of an emergency. Effective communication is a strategic talent that is needed for

disaster management. When it comes to disaster management, risk management and decision-making are also vital. It is essential for managers to possess the ability to communicate vital information in a manner that is both clear and succinct to a wide range of stakeholders, including as workers, customers, suppliers, and regulatory agencies. When it comes to the dissemination of information during a crisis, the establishment of communication channels that are open and transparent is essential since it helps to develop confidence and decreases misunderstanding. Additionally, leaders should nurture abilities in crisis communication, which entails designing messages that address concerns, offer updates, and reassure stakeholders of the organization's commitment to safety and recovery. This is an important talent for leaders to develop.

Another crucial quality is the ability to work together with others and manage teams. It is possible that the capacity to coordinate activities across departments and with external partners may have a substantial influence on the efficacy of the response during a catastrophe. Managers are tasked with cultivating an atmosphere that encourages collaboration, allowing teams to work together in a fluid manner, using the skills and capabilities of each individual member.

This requires not just the leadership of internal teams but also the engagement of external stakeholders, such as emergency services, local authorities, and community groups, in order to establish a united response effort. In addition, strategic foresight is an essential ability for managers to possess when it comes to catastrophe management. In this context, the capacity to foresee future difficulties and possibilities is essential, as it enables firms to keep one step ahead of possible hazards. The mentality of constant learning and flexibility should be cultivated by managers, and they should make it a point to be updated about developing trends, technologies, and best practices in the field of disaster management. They are able to develop creative ideas and incorporate them into the organization's disaster preparation strategy as a result of this proactive approach.

The development of strategic competences in disaster management also includes the importance of training and capacity building as essential components. One of the most important things that managers should do is make continuous education and training a

priority for themselves and their teams. This will ensure that they are armed with the most recent information and skills necessary to successfully react to emergencies. Regular simulations and drills can be helpful in reinforcing these competencies, as they provide employees with hands-on experience that prepares them for real-world scenarios.

The strategic skills essential for disaster management encompass a variety of competencies that managers need to cultivate in order to effectively navigate crises and ensure business continuity. It is possible for managers to improve the resilience of an organization by putting more of an emphasis on risk management, decision-making, communication, cooperation, strategic foresight, and ongoing training. This all-encompassing skill set not only enables them to react to current issues, but it also puts their businesses in a position to achieve long-term success in an environment that is becoming more complicated and unpredictable. When it comes down to it, making investments in key strategic competences is absolutely necessary in order to cultivate a culture of readiness and guarantee that businesses can flourish in the face of adversity. In addition to the strategic capabilities that are necessary for disaster management, it is of the utmost importance for managers to include a holistic approach that takes into account the culture of the firm, ethical issues, and the use of technology. When it comes to the efficiency with which crisis management policies are put into action, the culture that exists inside a business plays a vital impact. In order to foster a culture of resilience, managers need to make efforts to develop an environment in which workers are encouraged to participate in proactive risk assessment and catastrophe planning. The implementation of this cultural change necessitates the promotion of open communication and the creation of an atmosphere in which feedback is encouraged. This will enable workers at all levels to participate in the organization's efforts to prepare for continuity. Through the encouragement of a common feeling of responsibility, managers have the ability to make certain that disaster preparation evolves into a collaborative endeavor rather than just a command from the top down.

When it comes to good catastrophe management, ethical issues are also an essential component. It is essential for managers to be skilled in making choices that strike a balance between the demands of the firm and the welfare of its workers, customers, and the community as a whole. In order to do this, it is necessary to not only guarantee

safety during a crisis but also to take into account the long-term consequences of actions that are taken during such situations. It is crucial to have ethical leadership in order to preserve trust and credibility, particularly in circumstances in which the activities of the business may have direct repercussions for the stakeholders. Managers should make it a priority to ensure that their decision-making processes are transparent and that they convey the reasoning behind their choices. This will help to cultivate trust among workers and stakeholders.

As the digital world continues to evolve, the use of technology into disaster management plans is becoming an increasingly important component. In order for managers to properly leverage technology in risk assessment, crisis response, and recovery operations, they need to gain the skills required too successfully do so. It is necessary for them to get acquainted with data analytics technologies that may assist in the forecasting of prospective dangers, the monitoring of real-time data during times of crisis, and the evaluation of the success of response tactics. In addition, the use of communication technology may improve the transmission of information and the coordination of activities across teams, so guaranteeing that all individuals are well-informed and working in collaboration with one another.

Investing in training on the use of technology may provide staff the ability to become skilled in the use of these technologies, which in turn increases the overall efficacy of efforts to handle disasters. It is also possible for the business to strengthen its capacity to recover rapidly from disruptions by using technical solutions, such as cloud-based platforms for data storage and collaboration. This will ensure that essential information is still available during times of crisis. As an additional point of interest, the capability to involve stakeholders is a crucial component of strategic skills for disaster management. Managers are obligated to establish connections with a wide variety of stakeholders, which may include local authorities, emergency services, suppliers, and community groups. The participation of these stakeholders in the process of disaster preparation not only enhances the organization's comprehension of the possible dangers that may be encountered, but it also encourages cooperation during the resolution of the crisis. A community-based program that improves overall resilience may be developed via effective stakeholder involvement, which can also lead to the creation of a support network that organizations can depend on during times of emergency.

A further important aspect of catastrophe management is the idea of agility, which plays a crucial role. One of the most important skills for managers to possess is the ability to modify their strategy and operations in response to changing circumstances and new challenges. In order to do this, companies need to adopt a mentality that is open to change and innovation. This attitude enables them to make rapid and efficient adjustments in response to challenges. By cultivating a culture of agility, companies may improve their capacity to adapt to crises, which will ultimately make them more resilient in the long term.

Lastly, the process of post-crisis reviews and learning is an essential strategic capability that managers should work to cultivate. Once they have successfully navigated a crisis, companies are required to perform comprehensive reviews of their actions, noting both areas of success and areas in which they may improve. This practice of reflection not only helps to allow continual development, but it also helps to foster a culture of learning inside the business. The strategic skills that are essential for disaster management go beyond traditional competencies to encompass a comprehensive approach that takes into consideration cultural, ethical, technological, stakeholder, and agility considerations. This is accomplished by systematically reviewing crisis management efforts, which allows managers to adapt and refine their strategies, thereby ensuring that the organization is better prepared for future challenges. When managers successfully include these many components, they are able to effectively strengthen their organization's ability to handle calamities and guarantee that company operations continue uninterrupted.

This multidimensional strategy not only helps companies be ready for urgent problems, but it also puts them in a position to experience sustained development and develop resilience in a world that is becoming more unstable. Making investments in these strategic capabilities is very necessary for firms that want to prosper in the face of uncertainty and secure their continued viability over the long term. It is crucial that the role of innovation and creative problem-solving as key competences for managers be brought to the forefront in order to further broaden the conversation on strategic skills that are required for disaster management.

In this day and age, which is defined by fast technical breakthroughs and evolving market dynamics, it is possible that conventional methods to crisis management may not be sufficient. It is essential for managers to possess the ability to think creatively and come up with novel ideas in order to solve new issues that arise during times of calamity. In order to do this, it is necessary to cultivate a culture inside the business that promotes experimentation and welcomes new ideas. It is possible for businesses to improve their ability to adapt to unforeseen events if they establish an atmosphere in which workers have the sense that they are empowered to provide new ideas.

In addition, the ability to prepare for many scenarios is an essential need for efficient disaster management. It is important for managers to have the capacity to visually represent a variety of possible crises and the effects they will have on the company. A forward-thinking strategy like this one helps leaders to recognize potential weaknesses and devise contingency plans that are specifically suited to certain case situations. Through the participation of teams in scenario planning exercises, managers have the ability to cultivate cooperation and promote varied viewpoints, which ultimately results in disaster management plans that are more robust and complete. Due to the fact that workers become more acquainted with their jobs during times of crisis, these exercises not only improve readiness but also promote team cohesiveness and resilience. Furthermore, the significance of emotional resilience cannot be understated in the context of disaster management. Emotional resilience is something that managers themselves need to build in order to successfully traverse the high-stress environment that crises often produce. It is necessary for them to acquire coping methods in order to effectively handle stress, keep their concentration, and provide support to their teams and teams during difficult times. Leaders that demonstrate emotional resilience are able to serve as models for their teams who display adaptive behaviors. This helps to create an environment that is supportive and encourages workers to feel secure expressing their issues and seeking assistance. It is possible for managers to acquire the skills necessary to successfully lead during times of crisis by participating in training programs that emphasize the development of emotional intelligence and resilience.

Ability to make decisions based on facts is another crucial competence that must be had. In the current world, which is abundant in information, managers need to be skilled in the use of data analytics in order to guide their crisis management tactics. In order to

do this, it is necessary to gather and analyze data about risks, operational performance, and the mood of stakeholders. Through the incorporation of data into their decision-making processes, managers are able to see patterns and trends that assist them in predicting the occurrence of possible disruptions. In addition, insights that are generated by data have the potential to improve the efficiency of communication strategies during times of crisis. This is because they ensure that the message is in line with the expectations and concerns of stakeholders.

The ability to make decisions that are morally sound ought to be an essential part of the strategic skill set required for catastrophe management. In times of crisis, managers often find themselves in predicaments that demand them to strike a balance between the interests of the firm and ethical issues. To keep one's reputation and trustworthiness intact, it is essential to cultivate the capacity to make judgments that put openness, accountability, and the welfare of stakeholders at the forefront of consideration. The implementation of ethical leadership during times of crisis not only helps to bolster the image of a firm, but it also helps to cultivate long-term loyalty among both workers and consumers. In addition, the role of cooperation across functional lines is a vital component of disaster management. It is the responsibility of managers to establish connections across departments in order to guarantee that response activities are thorough and coordinated. In order to do this, silos need to be broken down and open communication across teams has to be encouraged. This is because every department provides its own set of unique insights and skills that may improve the organization's response to a crisis. Those in management positions have the ability to guarantee that crisis management plans are comprehensive and take into account a variety of facets of the company if they encourage a collaborative approach. It is impossible to ignore the relevance of making ongoing improvements in the procedures that are used for disaster management.

Following the conclusion of a crisis, companies are required to conduct post-mortem reviews in order to determine how successful their response plans were. Through the use of this reflective approach, managers are able to recognize any lessons gained and put into action any improvements that would improve future preparation. Organizations are able to constantly improve their disaster management procedures if they develop a feedback loop in which workers are able to share their experiences and thoughts with

one another. This dedication to learning not only helps to improve resilience, but it also helps to create a culture that is adaptable and innovative. A wide variety of talents are included in the strategic skills that are important for disaster management. Managers are required to acquire these competences in order to maintain the resilience and continuation of their organizations.

It is possible for managers to increase their businesses' ability to successfully react to crises by placing an emphasis on innovation, scenario planning, emotional resilience, data-driven decision-making, ethical concerns, cross-functional teamwork, and continuous improvement. Not only can these multidimensional abilities equip businesses for urgent problems, but they also position them for sustained development in an environment that is unpredictable. In order for enterprises to successfully negotiate the complexity of disaster management and emerge stronger in the face of adversity, it is essential for them to make investments in the development of these strategic capabilities. Expanding upon the previous discussion of the strategic abilities that are necessary for disaster management, it is critical to acknowledge the relevance of cultivating an organization that is capable of learning. It is the responsibility of managers to work toward the establishment of an atmosphere that fosters ongoing education and the exchange of information. Staff members should be incentivized to gain knowledge from their previous experiences and to modify their techniques appropriately. This is something that may be accomplished via the implementation of frequent training programs, seminars, and simulations that center on the most effective methods of disaster management. Organizations have the ability to construct a workforce that is more resilient and capable of navigating the intricacies of crisis scenarios if they provide their workers with the information and skills necessary to successfully react to crises. In addition, managers who are engaged in crisis management need to have the ability to build strategic partnerships and network strategically.

During times of crisis, it might be beneficial to establish partnerships with external groups, such as local emergency services, community organizations, and industry associations, in order to get vital resources and assistance. Through working together with these many stakeholders, managers have the opportunity to acquire knowledge about the most effective procedures, get access to specialized skills, and improve their

organization's ability to adapt to unexpected events. A feeling of community and shared responsibility in disaster preparation are fostered via the use of this collaborative method, which not only improves the organization's response skills but also builds the resilience of the organization. Training that is based on scenarios is an essential component in the process of acquiring the strategic skills that are necessary for efficient disaster management. Managers have the ability to improve their teams' preparation and decision-making skills by having their workers participate in realistic simulations that create scenarios that resemble probable crisis circumstances. By providing workers with the opportunity to exercise their duties and responsibilities in a risk-free setting, scenario-based training helps employees develop their self-assurance and become more acquainted with emergency procedures. Not only does this practical experience help to reinforce theoretical knowledge, but it also helps to build collaboration and efficient communication, both of which are very important when dealing with high-pressure circumstances.

In addition, the incorporation of supply chain resilience into disaster management plans is becoming an increasingly important component for enterprises all over the world. In order to reduce the number of interruptions that occur during times of crisis, managers should have the skills necessary to evaluate and build supply chain networks. Establishing contingency plans for the purpose of sustaining supply chain operations, identifying important suppliers, and analyzing alternative sourcing possibilities are all activities that fall under this category. Increasing the capacity of an organization to resist disruptions in the supply chain may be accomplished by managers via the cultivation of robust connections with suppliers and the guarantee that these ties are in accordance with the company's continuity objectives.

The impact that technology plays in improving disaster management techniques is another significant factor to consider. It is essential for managers to have a strong understanding of how to use technology to enhance crisis planning and response. Among them are the use of data analytics for the purpose of identifying possible dangers, the utilization of communication technologies for the purpose of promptly disseminating information, and the utilization of project management software for the purpose of coordinating recovery activities. In addition, technology may make it easier for people to work together remotely, which enables teams to continue to be productive

even when they are unable to be physically present. It is possible for managers to greatly improve the resilience of their business by keeping up with the latest developing technology and adopting them into their policies and procedures for disaster management.

It is also important to pay attention to the psychological factors involved in disaster management. A set of abilities that enable managers to meet the emotional and psychological needs of their teams during times of crisis should be made available to them. In order to do this, it is necessary to acknowledge the level of stress and anxiety that workers could be experiencing and to provide suitable support methods. Helping workers deal with the issues that are brought about by catastrophes may be accomplished via the implementation of programs that promote mental health and well-being. These programs may include counseling services or courses on stress management. It is possible for firms to recover from crises more quickly when they have an atmosphere that is supportive because it encourages employee involvement and loyalty. One of the most important skills that managers need to have been the ability to measure and evaluate the efficacy of disaster management initiatives. The establishment of key performance indicators (KPIs) for the purpose of evaluating the readiness and response capabilities of the company helps managers to be able to identify areas that need development. Performing regular reviews and analyses of these indicators enables businesses to improve their strategies, so ensuring that they continue to be successful in tackling the ever-changing threats that they face. A culture of continuous improvement is essential for the long-term resilience of an organization, and this dedication to review and adaptation helps to perpetuate that culture more effectively.

A broad variety of talents are included in the strategic skills that are important for disaster management. Managers are required to acquire these competences in order to maintain the resilience and continuation of their companies. It is possible for managers to improve their capacities to successfully navigate crises by placing an emphasis on the significance of building a learning organization, strategic networking, scenario-based training, supply chain resilience, technology integration, psychological support, and performance assessment. companies are not only prepared for immediate problems, but they are also positioned for sustained development and success in an environment that is becoming more unpredictable. These diverse abilities equip and position companies

for both. The development of these strategic competences is an investment that is absolutely necessary for companies that want to prosper in the face of adversity and assure their continued viability over the long term. To elaborate further on the strategic abilities that are necessary for efficient catastrophe management, it is of the utmost importance to take into consideration the relevance of adaptation and flexibility as key competences for managers.

It is of the utmost importance to be able to transform one's plans and react in a dynamic manner to shifting conditions while dealing with an unanticipated catastrophe. Not only should managers encourage an adaptable attitude among themselves, but they should also facilitate this thinking among their colleagues. When confronted with obstacles, this entails fostering creative thinking and being receptive to novel ideas, so enabling teams to investigate non-traditional approaches to problem solving. It is possible for companies to effectively negotiate the intricacies of crisis situations and ensure that their disaster management techniques continue to be relevant and successful if they foster a culture that values agility.

Establishing defined roles and duties is another essential component of crisis management that must be taken into consideration. During a crisis, it is essential to delegate work in an efficient manner in order to prevent misunderstanding and ensure that reaction plans are carried out in a timely manner. Managers need to be adept at establishing and explaining individual roles within the framework of disaster response. This is necessary in order to ensure that every member of the team is aware of their unique tasks and how they contribute to the broader plan. Not only does having clear responsibilities improve operational efficiency, but it also instills a feeling of responsibility in workers, which gives them the capacity to take ownership of their efforts during times of emergency. Furthermore, the idea of resilience engineering may provide managers who are looking to improve their disaster management methods useful insights that they can use to improve their tactics.

The goal of resilience engineering is to get a knowledge of how physical systems may adjust to new circumstances while still performing their essential duties. Managers may use this framework to conduct an analysis of the processes inside their business, therefore finding possible areas of weakness and areas that might benefit from change.

Organizations are able to build methods that improve their capacity to absorb shocks, recover from disruptions, and learn from previous experiences if they adopt the concepts of resilience engineering and put them into practice.

The significance of mapping stakeholders and engaging with them is not something that can be ignored. A talent that should be developed by managers is the ability to identify important stakeholders engaged in the crisis management operations of their firm. These stakeholders include workers, customers, suppliers, local authorities, and community groups. By including these stakeholders in the planning process, it is possible to guarantee that their viewpoints and concerns are taken into consideration, which ultimately results in disaster management plans that are more successful and inclusive.

Furthermore, good stakeholder connections may give vital assistance during times of crisis. This is because partners can work together to find solutions, share resources, and make communication easier. In addition, the improvement of readiness for possible catastrophes is significantly aided by the use of scenario-based strategic planning systems. It is important for managers to participate in scenario exercises on a regular basis. These exercises should represent a variety of crisis circumstances and provide teams with the opportunity to practice their reaction methods in a safe setting. The company may evaluate its preparedness and improve its disaster management strategies via the use of these exercises, which can vary from tabletop simulations to full-scale drills. These exercises provide great possibilities. Organizations are able to constantly improve their tactics and develop their resilience if they incorporate the lessons acquired from these exercises into their planning for the future. Furthermore, even times of crisis, emotional intelligence continues to be an essential component of good leadership performance. Managers that possess a high level of emotional intelligence are better able to traverse the intricate emotional terrain of their teams when they are confronted with difficult circumstances. The leaders of an organization have the ability to create a supportive atmosphere that encourages cooperation and resilience by identifying and addressing the emotional needs of their workers. Emotional intelligence also improves communication abilities, which enables managers to express messages in a more effective and empathic manner.

This is an essential ability for preserving morale and trust during times of crisis. Integration of sustainability issues into disaster management techniques is another significant factor that should be considered. It is important for managers to investigate how their disaster response activities may be aligned with wider sustainability objectives. This will ensure that recovery plans take into consideration the long-term effects on the environment, society, and the economy. Through the use of sustainable practices in disaster management, companies have the ability to not only improve their resilience but also contribute to the rehabilitation of communities and the ecological well-being of the environment. This comprehensive approach to catastrophe management has the potential to further boost the reputation of a business as well as the connections it has with its stakeholders. In conclusion, one of the most important competencies is the capacity to gain knowledge from catastrophes and use that knowledge into future planning.

The establishment of processes for post-crisis reviews and assessments should be the responsibility of managers. These systems should enable teams to reflect on their experiences, identify their strengths and flaws, and documents their findings. This dedication to education not only improves readiness for the future, but it also helps to develop a culture that values responsibility and is committed to ongoing growth. Organizations are able to improve their overall resilience and modify their disaster management plans if they make the discipline of learning from previous events an institutionalized activity. Managers are required to acquire a wide variety of talents in order to maintain the resilience and continuity of their companies. The strategic skills that are important for disaster management cover a diversified and comprehensive range of competencies. It is possible for managers to greatly improve their capacities to successfully navigate crises by placing an emphasis on flexibility, specific job definition, resilience engineering, stakeholder involvement, scenario-based planning, emotional intelligence, sustainability concerns, and a commitment to learning. Not only can these multidimensional abilities prepare businesses for urgent problems, but they also position them for sustained development and success in a world that is becoming more turbulent. The development of these strategic competences is an investment that is absolutely necessary for companies that want to prosper in the face of adversity and assure their continued viability over the long term.

1.9 Emotional Intelligence as a Leadership Asset

This article presents an analysis of the significance of emotional intelligence in the development of resilient leadership during times of crisis. It has become more apparent that emotional intelligence (EI) is an essential quality for leaders to possess, especially in the context of developing resilient leadership during times of crisis. Emotional intelligence, which may be defined as the capacity to perceive, comprehend, and control one's own feelings while simultaneously being able to empathize with the feelings of others, plays a crucial part in determining how leaders handle difficult circumstances. Leaders who possess a high degree of emotional intelligence are better suited to retain calm and give advice to their teams in the face of crisis situations, which are characterized by increased levels of stress and feelings of uncertainty. The capacity of these individuals to maintain composure in the face of adversity not only establishes a favorable atmosphere for the firm, but it also instills confidence in the workforce, which encourages them to band together and concentrate on finding solutions rather than giving in to feelings of fear or bewilderment.

In addition, leaders who have a high emotional intelligence have improved interpersonal skills, which enables them to interact effectively and cultivate good connections with the members of their teams. The ability to communicate in a way that is both clear and empathic is of the utmost importance during times of crisis. Leaders are tasked with conveying vital information while also addressing the emotional needs and concerns of their staff. Leaders that are emotionally intelligent are able to establish a supportive atmosphere in which members of the team feel valued and heard by exhibiting empathy and compassion. By fostering trust and teamwork, which are both necessary for successful crisis management, this emotional connection helps to encourage communication. It is more probable that employees will actively participate in problem-solving activities and contribute to the recovery of the business if they have the perception that their leaders are actively supporting them. Emotional intelligence not only improves communication and the ability to form relationships, but it also allows leaders to manage the complexity of decision-making during times of crisis.

Leaders that have a high emotional intelligence are adept at analyzing the emotional dynamics that exist within their teams, which enables them to accurately measure the mood and morale of their colleagues. Having this understanding gives them the ability

to make choices that are well-informed and take into account not just the operational requirements of the business but also the psychological well-being of their workforce. For example, a leader may be required to make challenging choices during a crisis, such as reducing the size of the workforce or reorganizing the organization. A leader that is emotionally intelligent is able to tackle these circumstances with care, expressing the reasoning behind such choices while also giving assistance to workers who are impacted by them.

Additionally, emotional intelligence helps to contribute to resilience by providing leaders with the ability to model adaptive behaviors for their teams inside the organization. The ability of leaders to be resilient and maintain a positive mentality in the face of adversity is a powerful motivator for their people to adopt similar attitudes. Emotionally intelligent leaders foster a culture of resilience that penetrates the company by suggesting that difficulties should be seen as opportunities for personal development and professional advancement. The implementation of this cultural change is crucial during times of crisis because it gives workers the ability to continue being engaged and proactive, so building a feeling of agency even in the face of uncertainty. One of the most essential aspects of emotional intelligence is self-regulation, which plays a particularly significant role during times of crisis. Those in leadership positions who are able to successfully regulate their emotions are less likely to react rashly or make hasty judgments that might make the situation much worse. They may instead approach issues with a level-headed viewpoint, carefully examining the choices available to them, and formulating strategic answers to the challenges they do face. Leaders are able to traverse the emotional turbulence of crises while retaining a focus on long-term objectives and organizational principles when they possess the ability for self-regulation. It is also possible for a leader to improve their capacity to participate in uncomfortable discussions and deliver constructive criticism by developing their emotional intelligence. For the purpose of enhancing performance and encouraging development, feedback may be of essential importance during times of crisis.

Leaders that possess a high level of emotional intelligence are able to provide feedback in a way that is not only truthful but also compassionate, therefore assisting workers in comprehending areas in which they may develop while simultaneously highlighting their strengths. Not only does this method make it easier for individuals to grow their

skills, but it also helps to foster a culture inside the firm that values ongoing education and advancement. During times of crisis, a leader's capacity to promote resilience is highly impacted by their emotional intelligence, which is a critical leadership asset that plays a big role in this ability. Through the enhancement of communication, relationship-building, decision-making, self-regulation, and feedback delivery, emotionally intelligent leaders are able to create a supportive atmosphere that encourages their teams to successfully manage problems.

The promotion of emotional intelligence among leaders will be vital for maintaining organizational resilience and cultivating a culture that supports flexibility and growth as businesses continue to face the complexities of crises. This is because organizations are increasingly confronted with this complexity. Investing in the development of emotional intelligence within leadership frameworks not only helps companies be ready for urgent difficulties, but it also puts them in a position to achieve long-term success in a landscape that is always shifting. As we go further into the relevance of emotional intelligence (EI) as a leadership asset, it is crucial to appreciate the multidimensional influence that it has on the culture of a company and its performance during times of crisis. Leaders that possess a high level of emotional intelligence have the potential to act as stabilizing influences inside their businesses, particularly in this day and age during when unexpected difficulties and quick changes are the norm. They are able to identify the symptoms of stress, worry, and uncertainty that are present within their teams, which enables them to act at an earlier stage and give the required assistance. Not only does this proactive approach help to ease employee worries, but it also helps to develop a culture of openness in which workers feel comfortable to share their feelings and seek support. This kind of setting has the potential to considerably reduce the adverse psychological consequences of a crisis, hence improving the general well-being of employees and their level of productivity.

In addition, emotionally intelligent leaders are competent in the art of cultivating a feeling of community and belonging inside their businesses, which is especially important during times of upheaval. There is a correlation between workers' sense of connection to their bosses and their colleagues and the likelihood that they will successfully cooperate with one another and support one another. This feeling of community has the potential to strengthen the cohesiveness of a team, which in turn

makes it simpler for businesses to draw from their combined capabilities in order to address difficulties. Leaders that devote time to cultivating connections and gaining a knowledge of the dynamics of their teams are able to establish an environment in which shared values and common objectives are prioritized, which eventually results in more efficient crisis management.

Furthermore, emotional intelligence provides leaders with the abilities necessary to participate in active listening, which is one of the most important talents to have during times of crisis. Emotionally intelligent leaders are able to obtain useful insights into the issues that their teams encounter if they listen to the concerns and criticism of their workers in a real manner. They are able to personalize their solutions to fit unique demands and to build a workforce that is more engaged and dedicated as a result of this knowledge. throughout a crisis, for instance, executives may choose to adopt changes depending on the input they get from employees. This serves to demonstrate that the employees' opinions are appreciated and taken into consideration throughout the decision-making process. Not only does this improve morale, but it also fosters a feeling of ownership among workers, which will result in them having a greater emotional investment in the success of the firm. The capacity to control and exert influence on one's feelings goes beyond the realm of internal dynamics; it is as significant in the context of relationships with other stakeholders. Individuals in leadership positions who possess a high level of emotional intelligence are better able to negotiate relationships with customers, suppliers, and other partners during times of crisis. Because of their capacity to empathize with external stakeholders, they are able to address problems in a sensitive manner and establish better connections that are founded on trust and mutual respect. The emotional connection between an organization and its customers may play a significant role in ensuring the loyalty of customers and gaining support from partners, eventually leading to an increase in the company's resilience in the face of challenges.

Empathy is becoming an increasingly important component of emotional intelligence as a result of the fact that crises often elicit a diverse variety of psychological responses. Leaders that are empathetic are able to validate the emotions of their colleagues, so displaying that they comprehend and care about the experiences that their employees have had. It is essential to provide workers with this kind of emotional validation in

order to cultivate a supportive workplace in which they feel noticed and valued. When a crisis occurs, leaders who demonstrate empathy are more likely to nurture loyalty and dedication from their teams. This is because workers understand that their leaders are really involved in their well-being, which is a significant factor in the success of the crisis.

Moreover, emotionally intelligent leaders are able to keep their cool and concentrate even when they are under intense pressure because they have the ability to regulate their emotions, which is fundamental to their leadership style. When a crisis occurs, leaders are often subjected to intense scrutiny and great expectations; thus, it is very necessary for them to successfully regulate their emotions when under pressure. The ability to demonstrate emotional control allows leaders to set an example for their teams by modeling proper behaviors. This helps leaders emphasize the significance of maintaining composure and calmness in the face of challenges. There is a possibility that this modeling impact may inspire workers to adopt similar practices, which will contribute to a more resilient culture within the firm. Emotional intelligence plays a significant part in supporting successful change management, which is another vital factor. Organizational adjustments are often required in response to crises, whether such changes entail reorganization, the introduction of new procedures, or alterations in strategy.

In order to successfully manage the complexity of change, emotionally intelligent leaders must address the emotional reactions of their workers to the adjustments that are occurring. It is possible for leaders to steer their teams through change with empathy and understanding if they acknowledge and address anxieties, doubts, and opposition. This will provide a smoother transition and higher acceptance of new projects. It is becoming more apparent that emotional intelligence is a crucial leadership quality that has a significant impact on the capacity of a company to successfully navigate through times of crisis. Emotionally intelligent leaders build supportive settings that enable their people to adapt to problems with resilience. These environments are created by cultivating strong connections, enabling open communication, participating in active listening, and displaying empathy. The capacity of these individuals to control their emotions, both within their teams and in dealings with outside parties, contributes to the continued stability of the business during times of upheaval. The development of

emotional intelligence within leadership frameworks will be vital for the purpose of building resilience, adaptation, and long-term success in companies that are increasingly confronted with the complexity of contemporary crises. Investing in emotional intelligence not only provides leaders with the capabilities necessary to successfully handle crises, but it also enhances the ability of the whole business to flourish in an environment that is always shifting.

1.10 Technology's Impact on Business Resilience

An analysis of the ways in which technology improvements might improve the efficacy of leadership and crisis management techniques in small and medium-sized enterprises (SMEs). Particularly in the context of crisis management strategies and the efficacy of leadership within Small and Medium-Sized Enterprises (SMEs), the influence of technology on the resilience of businesses has become more distinct in recent years. In light of the fact that organizations are confronted with a wide variety of possible disruptions, ranging from natural catastrophes to cyber-attacks, the use of sophisticated technology provides a formidable way to strengthen their resilience and boost their capacity to successfully react to crises. Cloud computing, data analytics, artificial intelligence (AI), and communication tools are examples of technical breakthroughs that have revolutionized the way small and medium-sized enterprises (SMEs) plan for, react to, and recover from catastrophes in today's fast-paced digital world. Using cloud computing, for example, small and medium-sized enterprises (SMEs) are able to store crucial data in a safe manner and access it from any location. This ensures that vital information is accessible even in the event of physical disturbances. By using cloud-based solutions, companies are able to build strong data backup and recovery methods, which in turn reduces the risk of data loss and makes it easier to restore data in the case of a disaster. Cloud computing also facilitates team collaboration, making it possible to communicate and coordinate with one another in a seamless manner regardless of the geographical location of the teams involved. This capacity is especially critical during times of emergency, when personnel may be required to operate from a distant location or collaborate across many locations. When it comes to improving disaster management plans, data analytics plays a significant role since it enables small and medium-sized enterprises (SMEs) to make educated choices based on real-time information. The identification of possible risks and vulnerabilities may be accomplished by businesses

via the analysis of historical data and current patterns, which enables these organizations to establish proactive risk management policies.

The use of predictive analytics, for instance, may assist small and medium-sized enterprises (SMEs) in predicting interruptions in their supply chains, changes in consumer behavior, or operational issues. This gives executives the ability to take preventative measures and reduce the effect of possible crises. Additionally, data analytics makes it easier to conduct post-crisis assessments, which allow for the provision of insights into the efficiency of response techniques and the identification of areas that might need improvement. The capacities of small and medium-sized enterprises (SMEs) in crisis management are further enhanced by artificial intelligence (AI) and machine learning. Automating regular operations, analyzing big datasets, and generating predictive models that influence strategic decision-making are all possible with the help of technologies powered by artificial intelligence. AI systems, for instance, are able to monitor social media and other communication channels in order to identify developing crises or public opinion. This enables firms to react quickly to possible risks. Artificial intelligence enables small and medium-sized enterprises (SMEs) to increase their situational awareness, boost their crisis communication, and optimize resource allocation during times of emergency.

During times of crisis, the way in which firms connect with their workers and other stakeholders has been transformed by the introduction of communication tools and platforms. Real-time communication is made possible by tools like as instant messaging, video conferencing software, and collaboration platforms. This ensures that vital information is transmitted in a timely and efficient manner. When a crisis occurs, it is of the utmost importance to communicate in a clear and timely manner. Technology makes it possible to ease the quick flow of information, which assists leaders in keeping their staff informed and engaged. In addition, these solutions promote openness and trust since they allow stakeholders to get updates directly from leadership, which reduces the likelihood of misunderstanding and doubt over the situation. Training and simulation capacities may be improved by technology, which enables small and medium-sized enterprises (SMEs) to better prepare their workforce for future calamities by providing them with immersive training experiences.

The technologies of virtual reality (VR) and augmented reality (AR) have the ability to provide realistic simulations of crisis events. This provides workers with the opportunity to practice their responsibilities and methods of responding in a secure setting. Employees are more prepared to deal with issues that they will face in the real world as a result of this experiential learning, which not only helps them become more self-assured but also helps them remember what they have learned. A further important issue is the function that technology plays in the development of networks for collaboration and partnership cooperation. Small and medium-sized enterprises (SMEs) have the ability to communicate with external stakeholders, such as suppliers, local authorities, and industry organizations, using digital platforms in order to exchange information and resources during times of crisis. These collaborative networks boost the collective resilience of the business ecosystem by allowing firms to exploit shared insights and best practices to better their disaster management plans.

This, in turn, makes the business ecosystem more resilient overall. As an additional benefit, the use of technology into leadership practices has the potential to improve the efficiency of decision-making during times of crisis. It is possible for leaders who are empowered with real-time data and analytics to make decisions that are influenced by empirical facts rather than relying just on their intuition. This method, which is driven by data, reduces ambiguity and boosts confidence in strategic choices, which enables leaders to handle crises more successfully. Additionally, technology helps leaders to monitor the performance of their teams and the morale of their employees via the use of data analytics, which makes it possible for timely interventions to promote the well-being of employees during difficult times. Technology has a significant influence on the resilience of businesses, especially in terms of improving disaster management plans and the efficacy of leadership within small and medium-sized enterprises (SMEs). Small and medium-sized enterprises (SMEs) have the potential to greatly improve their readiness and response capabilities by using technological breakthroughs in areas such as cloud computing, data analytics, artificial intelligence, communication tools, and immersive training technologies. A culture of cooperation, transparency, and adaptability is fostered via the use of technology, which not only enhances operational efficiency but also allows for more flexibility. While companies continue to confront an ever-changing environment of risks and challenges, the strategic adoption of technology

will become more important in order to guarantee the long-term resilience and sustainability of the company. Not only does investing in technology improvements empower small and medium-sized enterprises (SMEs) with the ability to efficiently handle crises, but it also prepares them for growth and success in a business climate that is becoming more competitive and unpredictable.

1.11 Establishing a Way of Life That Is Always Ready

This article provides insights into the ways in which businesses might improve their overall resilience by cultivating a culture of readiness. One of the most important aspects of improving a company's overall resilience is fostering a culture of readiness inside the business. This is especially true when dealing with unanticipated threats and interruptions. A culture of readiness places an emphasis on proactive planning, awareness, and the active participation of all workers in the procedures of crisis management. It is possible for leaders to cultivate an atmosphere in which workers are able to react effectively to crises by incorporating readiness into the corporate ethos. This will eventually protect the continuity and prosperity of the firm. An essential component in the process of developing a culture of readiness is the commitment of leadership to prioritize and demonstrate behaviors that are focused on resilience.

The actions and attitudes of leaders have a considerable impact on the values and practices of an organization, making them an essential component in the process of establishing the climate for readiness. By publicly discussing the significance of readiness, allocating resources for training and development, and encouraging staff to participate in preparedness activities, leaders send a message to the whole business that the burden of resilience is a shared one. This method, which is implemented from the top down, has a ripple effect, which encourages workers at all levels to take ownership of their responsibilities in ensuring that the company is prepared to deal with anticipated emergencies.

Additionally, the cultivation of a culture of preparation necessitates the provision of continuous education and training to workers in order to guarantee that they are well-informed about possible dangers and the procedures that have been established to deal with them. This information may be reinforced via the use of regular drills and

simulations, which provide workers with the opportunity to practice their duties during times of crisis and improve their confidence in their ability to react successfully. These training sessions not only improve workers' preparedness on an individual level, but they also foster cooperation and collaboration by teaching them how to work together effectively under pressure. Instilling a feeling of competence and agency in workers is one way for firms to reinforce the notion that they are an essential component of the organization's resilience. This may be accomplished by giving employees with opportunity to get hands-on experience. Within the context of developing a culture of readiness, communication is another essential component. Because of the establishment of clear communication channels, information is able to flow without interruption across the business, which is especially important during times of emergency.

During a crisis, it is imperative that employees have a thorough understanding of the protocols that have been established for reports of problems, aid requests, and access to essential resources. It is important to keep the issue of preparation at the forefront of the minds of workers by maintaining regular communication regarding preparedness initiatives. This communication should include updates on policy, chances for training, and lessons gained from previous disasters. In addition, encouraging workers to express their concerns and contribute to the organization's preparation initiatives by developing an open discourse about possible risks and obstacles is a great way to motivate employees to do so. In order to cultivate a feeling of ownership and responsibility among workers, it is very important to include them in the process of readiness. It is possible for organizations to empower their teams by incorporating them in the process of developing preparation plans and encouraging them to contribute their experiences and views with regard to the matter. Not only does this participatory method make use of the varied expertise and points of view of workers, but it also helps to strengthen their dedication to the organization's ability to withstand any challenges that may arise. When employees have the perception that their contributions are valued and that they have a stake in the preparedness efforts of the organization, they are more likely to remain engaged and proactive in their roles. Furthermore, a culture of preparedness encompasses not only the immediate response to a crisis but also the long-term planning and risk management of the organization. When it comes to risk assessment, organizations that place a priority on readiness are more likely to participate in

proactive risk assessment, which involves identifying vulnerabilities and implementing plans to minimize future incidents. Because of this foresight, organizations are able to properly deploy their resources, which guarantees that they are prepared to deal with catastrophes when they occur. Leaders are able to construct a more robust framework for resilience by including risk management into the strategic planning processes of the company. This framework not only tackles the issues that are now being faced, but it also prepares the firm for the uncertainties that will be faced in the future.

In addition, the cultivation of a culture of preparation has the potential to improve both the morale of a business and the well-being of its employees. Employees might experience a reduction in anxiety and uncertainty, as well as a feeling of security and stability, when they have the perception that their company is ready to deal with any possible crises that may arise. Because of this favorable atmosphere, employees may experience higher levels of work satisfaction, loyalty, and engagement, which will eventually be beneficial to the business as a place. In addition, a culture that is resilient and places a high value on readiness has the potential to improve the image of the firm. This is because stakeholders will appreciate the organization's dedication to proactive risk management and employee safety. The establishment of a culture of readiness is very necessary in order to improve the overall resilience of a business. Creating an atmosphere in which readiness is woven into the fabric of an organization's operations may be accomplished by giving priority to the commitment of leadership, continual training, clear communication, employee participation, proactive risk management, and an emphasis on morale. This transformation in culture not only enables workers to successfully react to crises, but it also prepares the business for long-term success in an environment that is becoming more complicated and unpredictable. An investment in a culture of readiness is not only a defensive strategy; rather, it is a proactive approach that enables businesses to prosper in the face of difficulties and uncertainty.

1.12 Stakeholder Engagement and Communication

In the context of business continuity planning, the relevance of good communication and the participation of stakeholders is discussed. Engaging stakeholders and maintaining good communication are two of the most important aspects of business continuity planning. These aspects have a substantial impact on an organization's capacity to deal with interruptions and to keep its operations resilient. Natural

catastrophes, economic swings, and technical failures are only some of the possible crises that businesses confront in today's linked and dynamic business world. These crises may range from natural disasters to technological breakdowns. In order for enterprises to successfully handle these difficulties, it is essential for them to create solid channels of communication with their stakeholders. These stakeholders include workers, consumers, suppliers, regulators, and the community at large. An organization may guarantee that its business continuity plans are comprehensive, inclusive, and sensitive to the different requirements and concerns of all parties involved by actively involving these stakeholders in the planning process. This allows the company to ensure that its strategies are effective.

One of the most important reasons why efficient communication is necessary in the process of preparing for business continuity is that it helps to cultivate trust and transparency among the many stakeholders. Stakeholders rely to organizations for information that is not only accurate but also clear and timely when a crisis is occurring. Organizations are able to strengthen their credibility and the trust of their stakeholders when they communicate openly about their preparation activities, response methods, and the possible effect of disruptions. When an organization is confronted with uncertainty, transparency is more important because stakeholders are more inclined to support an organization that is forthright about the issues it faces and takes proactive measures to overcome those challenges.

Furthermore, effective communication helps to reduce the amount of disinformation and misunderstanding that occurs during a crisis, increasing the likelihood that all parties involved are aware of their respective roles and obligations. When it comes to ensuring that plans are both successful and relevant, it is equally crucial to include stakeholders in the process of preparing for business continuity. The various groups of stakeholders each have their own distinct viewpoints and insights, which may contribute to a more thorough knowledge of the possible risks and obstacles that may be encountered. For instance, staff have the ability to offer useful input on operational procedures, and consumers have the opportunity to provide insights into their expectations and concerns amid disturbances inside the organization. Through the participation of stakeholders in the planning process, organizations are able to collect a

variety of perspectives, recognize possible gaps in their strategy, and devise solutions to crises that are more targeted and effective.

A feeling of ownership is fostered among stakeholders as a result of this collaborative approach, which not only improves the quality of the business continuity plan but also gives them the impression that their opinions are being taken into consideration and respected. In addition, the establishment of strong connections with stakeholders, which are essential during times of crisis, is facilitated by good communication and involvement. When firms keep their lines of communication open with their stakeholders, they are able to build a foundation of trust that may be used in times of crisis. When businesses have strong connections, they are able to access resources, knowledge, and help during times of emergency. This is because strong ties may lead to improved cooperation and support from stakeholders. In the event that an organization has a good connection with its suppliers and has created clear communication channels in advance, for instance, the suppliers may be more ready to prioritize the requirements of the organization during a disruption. In a similar vein, engaged consumers are more likely to stay loyal and supportive throughout difficult times when they believe that they are being informed and taken into consideration.

Furthermore, the function of communication is not limited to the planning phase; it is as important throughout the reaction to a crisis as well as after the recovery efforts. It is imperative that organizations be ready to effectively communicate with stakeholders as the events develop, giving timely information on the situation, reaction measures, and recovery strategies. This continuous communication not only contributes to the maintenance of a feeling of stability and comfort among stakeholders, but it also serves to keep them informed. It is possible for firms to alleviate worries and increase stakeholder loyalty when they show their dedication to keeping stakeholders informed. This is especially beneficial throughout the stages of recovery. As an additional point of interest, businesses should make use of technology in order to improve the participation of stakeholders and communication within their business continuity planning activities. It is possible to encourage real-time information exchange and participation via the use of digital communication tools, social media platforms, and collaborative software. This will ensure that stakeholders have access to the most recent updates and resources. In addition, the use of technology enables companies to target a more extensive audience

and connect with stakeholders in a variety of different ways, so making communication more interactive and inclusive. The engagement process may be further strengthened by providing stakeholders with opportunity to ask questions, offer opinions, and participate in conversations via the use of virtual meetings and webinars, for example.

Engaging stakeholders and maintaining open lines of communication are two essential elements that must be present for successful business continuity planning. The development of more comprehensive and responsive strategies that cater to the many requirements of an organization's stakeholders may be accomplished by companies that cultivate trust, transparency, and inclusion. Not only can active participation from stakeholders improve the quality of the business continuity plan, but it also helps to create solid connections, which may be quite beneficial in times of crisis. Additionally, the use of technology has the potential to enhance communication efforts, therefore guaranteeing that stakeholders continue to be informed and involved throughout the stages of planning, response, and recovery responsibilities. In order for companies to achieve operational resilience and long-term success, it will be vital to prioritize stakeholder involvement and communication. This is because enterprises will continue to confront an increasingly complex and unpredictable terrain.

1.13 Training and Development Needs for Managers

Within the framework of crisis management, it is of the utmost importance to determine the training and development requirements of managers in order to provide them with the capabilities that are essential for efficiently navigating emergency situations. There has never been a time when the need for skilled leadership during times of crisis has been higher than it is now. This is because enterprises are facing an increasingly complex array of hazards, which includes natural catastrophes, economic downturns, and technology upheavals. Due to the fact that managers play a crucial part in determining how a company reacts to crises, it is very necessary for them to possess a complete skill set that includes the ability to make strategic decisions, communicate effectively, have emotional intelligence, and evaluate risks. The enhancement of these abilities should be the primary emphasis of training programs. This will provide managers with the tools necessary to guide their staff through times of uncertainty while

ensuring that operations continue uninterrupted. One of the most important aspects of training is crisis leadership, which places an emphasis on the significance of adaptation, resilience, and decision-making when under duress.

It is essential for managers to acquire the skills necessary to quickly evaluate circumstances, consider the many outcomes that may occur, and make well-informed decisions that can greatly influence the path that the firm takes during a crisis. When it comes to this specific aspect, simulation-based training may be especially successful since it gives managers the opportunity to exercise their decision-making abilities in realistic settings, which in turn helps to promote confidence and competence. In addition, it is crucial for managers to have training in good communication practices, since they are required to be able to transmit vital information to their teams and stakeholders in an understanding and compassionate manner during times of crisis. Managers may acquire the skills necessary to handle uncomfortable discussions, resolve concerns, and maintain openness in their message by participating in workshops that are focused on crisis communication tactics.

In addition, training in emotional intelligence need to be an essential component of the development of management skills. Managers that possess a high level of emotional intelligence are able to comprehend and control their own sentiments while also being able to empathize with the emotions of the participants on their team. During times of crisis, when levels of stress and anxiety may be heightened, this capability is very necessary. It is possible for managers to improve their ability to give support, create cooperation, and sustain morale via the implementation of training programs that concentrate on developing emotional intelligence. This will ensure that teams continue to be engaged and focused on finding answers. Moreover, training in conflict resolution helps educate managers to resolve interpersonal tensions that may occur during high-stress events, therefore building a more cohesive and resilient work environment. High-stress scenarios can be a source of friction amongst employees.

- **Assessing Vulnerabilities in SME Operations**

The operations of small and medium-sized businesses (SMEs) are especially susceptible to being put in jeopardy during times of crisis because of the inherent vulnerabilities that they confront. It is possible that these vulnerabilities are the result of low resources,

the absence of formal procedures, the dependence on key persons, and inadequate risk management techniques. The ability to successfully manage risks and build organizational resilience requires strategic leadership to have a thorough understanding of these vulnerabilities and to conduct an assessment of them. For example, small and medium-sized enterprises (SMEs) often operate with lean staff structures, which may result in bottlenecks in decision-making and impair the organization's capacity to react quickly to disturbances.

Under these circumstances, strategic leaders are obligated to conduct an assessment of their operational frameworks in order to determine the significant dependencies that exist and to devise contingency plans that guarantee continuity, even in the absence of key persons. SMEs are susceptible to a number of vulnerabilities, one of which is their dependence on constrained supply networks. There are a lot of small and medium-sized enterprises (SMEs) that operate with a limited number of customers or suppliers, which makes them vulnerable to interruptions in these connections. In order to detect possible gaps in the supply chain, strategic leaders should undertake comprehensive risk assessments. Additionally, they should investigate the many alternatives available for diversifying suppliers or forming strategic alliances. By taking preventative measures to address these vulnerabilities, small and medium-sized enterprises (SMEs) may improve their resilience and lessen the effect that interruptions have on their operations. Further, gaps in technology may be a serious vulnerability for small and medium-sized enterprises (SMEs).

The use of new technology that may strengthen disaster management plans may be difficult for many smaller businesses because they lack the money or the skills necessary to do so. Investments in technology, such as cloud-based systems for data storage and communication tools that facilitate cooperation during times of crisis, should be given priority by strategic leadership. It is also possible to conduct training programs in order to strengthen the technical capabilities of personnel. This will ensure that the business is ready to make efficient use of the tools that are accessible.

As a further point of interest, small and medium-sized enterprises (SMEs) often function without adequate risk management frameworks, which might leave them unprepared for surprises. The construction of formal risk management systems should

be a top priority for strategic leaders. These processes should include scenario preparation, frequent evaluations of possible risks, and the development of protocols for responding to crises. A culture that values preparedness and encourages a proactive approach to potential challenges can be created by leaders through the incorporation of risk management into the culture of the organization. It is essential to identify the training and development needs of managers in order to equip them with the skills necessary for effective crisis management. Additionally, it is essential for strategic leadership to assess vulnerabilities in the operations of small and medium-sized enterprises (SMEs) in order to mitigate risks. The ability of businesses to manage crises may be strengthened by putting more emphasis on the development of leadership competencies, communication skills, emotional intelligence, and the exploitation of technology. Moreover, strategic leaders may take proactive steps that promote resilience by first gaining an awareness of the specific vulnerabilities that small and medium-sized enterprises (SMEs) face and then addressing those weaknesses. This will ensure that their firms are better equipped to survive in the face of challenging circumstances.

- **The Future of Leadership in SMEs**

In the context of changing corporate environments, speculations about forthcoming trends in leadership and catastrophe management are presented. The future of leadership in small and medium-sized businesses (SMEs) is set to undergo a transformational transition as companies negotiate a business environment that is becoming more complicated and dynamic. The method in which leaders interact with their teams, make choices, and react to emergencies is being reshaped as a result of emerging trends in leadership and crisis management. It is imperative that small and medium-sized enterprises (SMEs) modify their leadership strategies in order to cultivate resilience and preserve a competitive advantage in light of the ongoing impact of globalization, technological improvements, and altering worker demographics on the business environment. The increasing focus on adaptive leadership, which places an emphasis on flexibility, agility, and the capacity to pivot tactics in reaction to quickly changing circumstances, is a key trend that has been seen in recent years. It will become more important for leaders to foster a mentality that is open to change and to encourage their teams to innovate and experiment in the face of uncertainty.

In addition, the incorporation of technology into leadership practices is going to rethink the conventional techniques that have been taken to disaster management. It will be necessary for leaders to acquire a more in-depth grasp of these technologies as small and medium-sized enterprises (SMEs) increasingly rely on digital tools and data analytics to guide decision-making. This involves the use of artificial intelligence and machine learning in order to forecast possible dangers and improve crisis response techniques.

Additionally, technology will make it possible to improve communication and cooperation, which will facilitate leaders' ability to interact with their teams in real time, regardless of where they are physically located. When it comes to successfully mobilizing their companies during times of crisis, leaders who are technology aware and capable of using digital platforms will be in a better position to encourage transparency, establish trust, and strengthen their organizations. An additional trend that is now developing is the growing significance of emotional intelligence in leadership roles. It will be necessary for leaders to emphasize empathy, resilience, and interpersonal skills in order to successfully negotiate the emotional dynamics of their teams as firms continue to encounter more complicated difficulties. An emphasis on emotional intelligence will not only improve the capacity of leaders to handle stress and cultivate a supportive work environment, but it will also help them to successfully connect with a wide variety of stakeholder groups. This is especially important to keep in mind when it comes to crisis management, when leaders are tasked with striking a balance between the goals of operations and the welfare of their workers and the community. Leaders have the ability to enable their people to participate to crisis response efforts by building emotional intelligence, which allows them to establish a culture of inclusion and cooperation throughout their organizations.

The expansion of remote and hybrid work patterns is also transforming the future of leadership in small and medium-sized enterprises (SMEs). As businesses adjust to this new normal, leaders will need to reevaluate their methods to managing performance, communicating with their teams, and managing the dynamics of their teams. It is necessary for leaders to make use of digital solutions that make it easier for team

members to work together and retain their cohesiveness in order to cultivate a culture of responsibility and engagement in a distant location. This transition also gives chances for leaders to embrace various talent pools, which enables small and medium-sized enterprises (SMEs) to access a wider variety of talents and views that may increase creativity and innovation in disaster management strategies.

The future of leadership in small and medium-sized enterprises (SMEs) will also be significantly influenced by sustainability. Leaders will need to include sustainability into their strategic decision-making processes in order to meet the growing demand from customers for responsible business practices. This involves taking into account the effects that their activities have on the environment and society, as well as devising methods for disaster management that have sustainability as their top priority. Leaders have the power to position their companies as proactive contributors to community resilience and sustainability initiatives if they adopt a long-term approach that strikes a balance between social duty and profitability. A growing focus on cooperation and partnerships will be a defining characteristic of the future of leadership in small and medium-sized enterprises (SMEs).

Leaders will increasingly look for strategic partnerships and collaborative networks in order to improve their disaster management skills as more and more businesses become aware of the interconnected nature of the modern business environment. It is possible for leaders to cultivate a collaborative approach to resilience that makes use of common resources and skills if they engage with external stakeholders including as suppliers, consumers, and local communities. As a result of businesses coming together to share ideas and solutions, small and medium-sized enterprises (SMEs) will be able to handle problems more successfully because to this collaborative approach. Emerging trends that place an emphasis on adaptable leadership, technology integration, emotional intelligence, remote work dynamics, sustainability, and cooperation will be the defining characteristics of the future of leadership in small and medium-sized economic enterprises (SMEs). It is imperative that executives create a forward-thinking strategy that places a priority on resilience and adaptation in order to effectively address the ever-changing issues that businesses face in an uncertain environment. By adopting these trends, small and medium-sized enterprises (SMEs) may position themselves for

success in the face of uncertainty. This provides them with the assurance that they are not just ready to handle crises, but also able to flourish in a business climate that is becoming more complicated and dynamic. It will be vital for small and medium-sized enterprises (SMEs) that want to achieve sustainable growth and long-term sustainability to make investments in the development of leadership competencies that are aligned with these trends.

**Extending Leadership behavior & Strategic skills for managers to handle Business
Continuity and Disaster Management in Small and Medium Sized Enterprises
(SMEs)**

Chapter 2

Review of literature

The necessity of strong leadership and strategic capabilities in managing business continuity and disaster management (BC/DM) has become of the utmost importance, especially for small and medium-sized firms (SMEs), in a business climate that is becoming more volatile. Due to limited resources, a lack of detailed planning, and sensitivity to shocks, small and medium-sized enterprises (SMEs) often confront unique obstacles that may have a significant influence on their capacity to expand and remain sustainable. For this reason, it is essential to provide managers with the required leadership behaviors and strategic competences in order to cultivate resilience in the face of future crises.

The manner in which an organization reacts to a crisis is largely determined by the leadership that comes in place. Not only are effective leaders able to steer their teams through challenging circumstances, but they also encourage a culture of readiness and flexibility inside their organizations. According to research, leadership skills, such as effective communication, decision-making, and emotional intelligence, have a substantial impact on the resilience of organizations in the face of catastrophes. Leaders that exhibit transformational leadership attributes have the ability to inspire and encourage people to participate in proactive risk management measures, which ultimately results in an improvement in the organization's overall preparedness for disasters.

Strategic Skills for Managers

When it comes to developing and putting into action successful BC/DM strategies, managers really need to possess strategic abilities. One example of this is the capability to evaluate potential dangers, effectively distribute available resources, and devise backup plans that are in line with the objectives of the business. It has been shown by

research that small and medium-sized enterprises (SMEs) are able to handle crises more successfully when they combine agile management approaches with strategic planning. A further correlation has been shown between strategic foresight and enhanced organizational performance during times of crisis. Strategic foresight involves predicting future disruptions and modifying tactics appropriately.

2.1 Theoretical Framework

The theoretical framework that is used to investigate leadership behavior and strategic abilities in the context of business continuity and disaster management (BC/DM) in small and medium-sized businesses (SMEs) is based on a number of ideas and constructs that are interconnected with one another. “To begin, the transformational leadership theory proposes that leaders who are able to inspire and motivate their staff are able to cultivate a proactive organizational culture, which contributes to the enhancement of the company's capacity to predict and successfully react to crises. The idea places an emphasis on the significance of emotional intelligence and the ability of leaders to build a common vision, both of which are essential for the development of resilience within small and medium-sized enterprises (SMEs).

Furthermore, the strategic management theory offers insights into the ways in which businesses may make the most of their resources and talents in order to construct successful BC/DM strategies. This theory emphasizes the necessity of strategic foresight and adaptive planning, which enables managers to traverse uncertainty and deploy resources in an effective manner during times of crisis. Additionally, the resource-based view (RBV) of the company emphasizes the significance of the company's internal resources and skills.

This theory suggests that small and medium-sized enterprises (SMEs) that possess strong leadership and strategic competences are in a better position to preserve business continuity in the face of disruptions. For the purpose of understanding how strong leadership and strategic skills contribute to the resilience and sustainability of small and medium-sized enterprises (SMEs) in the face of adversities, these theories provide a solid framework that may be established together. Ultimately, the purpose of this study is to provide a holistic knowledge of how small and medium-sized enterprises (SMEs)

may prosper in the face of uncertainty by identifying essential abilities that might boost BC/DM processes. This will be accomplished by combining various theoretical viewpoints.

2.2 Theory of Reasoned Action

The Theory of Reasoned Action (TRA), which was established by Fishbein and Ajzen in the 1970s, is a framework that is widely known and used for the purpose of comprehending the connection that exists between attitudes, intentions, and actions. In its most basic form, the theory of planned behavior (TRA) proposes that the most important predictor of a particular action is an individual's intention to participate in that conduct. The attitude that a person has toward the activity and the subjective standards that they adhere to are the two key factors that determine this kind of intention. Subjective norms are the perceived social pressures to perform or not perform the activity, which arise from the influence of important people such as family, friends, and coworkers. Attitude signifies the individual's favorable or negative judgment of doing the conduct, whereas subjective norms indicate the felt social pressures to perform or not perform the action.

According to the theory of planned behavior (TRA), people are more likely to intend to engage in a certain behavior if they have the belief that it will result in favorable outcomes and if they recognize that they are supported by their social environment. Moreover, there is an emphasis placed by TRA on the role that behavioral beliefs (beliefs about the consequences of the conduct) and normative beliefs (beliefs about the expectations of others) play in creating the attitudes and subjective norms of people. Because it establishes a direct connection between beliefs, intentions, and actions, the Theory of Reasoned Action is an extremely useful instrument for researchers and practitioners who are interested in predicting and influencing behavioral outcomes in a variety of contexts. These contexts include health promotion, consumer behavior, and organizational change.

2.3 Human Society Theory

Human conduct and social phenomena are substantially affected by the structures, conventions, and values that are inherent within a society, according to the Human

Society Theory, which is often connected with the works of sociologists such as Émile Durkheim. It is suggested by this theory that people are not independent entities but are instead profoundly immersed into the social situations in which they find themselves. This theory places an emphasis on the significance of social interactions and the collective consciousness of a community. According to the idea, societal institutions, which include the family, education, religion, and government, play a significant part in the formation of individual behaviors and societal norms, which in turn has an effect on the general stability and cohesiveness of society. The notion of social integration that Durkheim developed emphasizes the significance of strong social bonds and shared values in relation to the functioning of society and the well-being of its members. The opposite is also true: as these bonds become weaker, societal disintegration may take place, which can result in problems like as deviance and discontent.

The Human Society Theory emphasizes the connection of people and society, and it suggests that in order to have a complete understanding of human behavior, one must take into consideration the larger social framework that impacts behaviors, attitudes, and values from a cultural perspective. The theory offers useful insights into the intricacies of human behavior and the elements that lead to social order and change. These insights are gained via the examination of the dynamic interactions that occur between people and the social situations in which they find themselves.

(Järveläinen et al., 2022) studied “Designing a Thrifty Approach for SME Business Continuity: Practices for Transparency of the Design Process An organizational strategy for preparing information systems (IS) for events is known as business continuity management (BC management). However, such strategies are not often used by small and medium-sized businesses (SMEs). Due to the fact that BC management techniques often emerge from bigger organizations and SMEs lack the means to execute them, previous research has revealed that there is a vacuum in approaches that are tailored for small and medium-sized enterprises (SMEs). We used design science research (DSR) to build a business continuity (BC) method for small and medium-sized enterprises (SMEs), which we referred to as the frugal BC management approach. This was done in order to address this gap and to answer to a practical requirement expressed by an IT

consulting firm. We established a set of meta criteria for business consulting (BC) techniques for small and medium-sized enterprises (SMEs) in collaboration with the practitioners of the organization. These meta requirements were based on previous BC literature, the practitioners' practical knowledge, and the theories of collective mindfulness and sociotechnical systems. We conducted an evaluation of our cost-effective BC management strategy with a number of small and medium-sized enterprises (SMEs). Based on these assessments, it seems that the strategy that was built mostly satisfies the meta-requirements that were stated. To add insult to injury, the assessments provided a wealth of educational possibilities. As it unfolded in the real world, the design process was fraught with danger, replete with unforeseen circumstances and judgments made on the spur of the moment. We borrowed four writing norms from the confessional research genre, which is common in ethnographic research but new to DSR, in order to make the design process more apparent. The contribution that we provide is threefold. In the first place, we contribute to the business case of small and medium-sized enterprises (SMEs) by presenting meta-requirements and their implementation in a new business case approach (artifact). In the second place, we contribute by presenting four practices of confessional writing for the purpose of ensuring transparency in DSR research. Finally, we contribute by providing reflections on our theoretical expertise gained throughout the design process.

(Xu et al., 2022) studied Does small and medium enterprise differential leadership increase subordinate knowledge hiding? Evidences from job insecurity, territorial consciousness and leadership performance expectation” However, the differential aspect of leadership has been apparently disregarded in both theoretical and empirical fields, despite the fact that leadership is thought to be an important antecedent of knowledge concealment in SMEs (small and medium companies). This study analyzes whether or if and how the differential leadership of small and medium-sized enterprises (SMEs) effects the knowledge concealment of subordinates. It does so by drawing on the conservation of resource theory and social cognition theory. To be more specific, we investigate the processes that lie behind a chain-mediator, which are occupation insecurity and territorial awareness, as well as a boundary condition, which is the expectation of leadership performance. Multi-wave and multi-source data were obtained from a sample of 704 Chinese small and medium-sized enterprise (SME) workers and

140 key leaders. For the purpose of deviation correction, HLM meso-mediational frameworks and the Bootstrap approach with non-parametric percentile residuals were used. The findings indicate that it is possible for differentiated leadership to play a part in the process of encouraging subordinate knowledge concealing in small and medium-sized enterprises (SMEs) by means of the sequential intervening mechanism of job insecurity and territorial awareness.

Furthermore, the positive relationship between small and medium-sized enterprise (SME) differential leadership and job insecurity becomes stronger among subordinates when there is a higher expectation placed on leadership performance. Additionally, the positive indirect relationship between SME differential leadership and subordinate knowledge hiding becomes stronger when there is a higher level of leadership performance expectation. By conducting an empirical investigation into the under-researched link between differentiated leadership and subordinate knowledge concealing in small and medium-sized enterprises (SMEs), as well as by investigating the underlying processes and a boundary condition, this work makes a contribution to the current body of academic literature.

(Herbane, 2020) studied “Locational Contiguity and Business Continuity: Perceived Organizational Resilience of Small- and Medium-Sized Enterprises in U.K. Business Parks We conceive and investigate organizational resilience via the lens of four components: active, temporal, posture, and performance. Resilience is defined as the capacity to react and adapt to stressful situations. This multidimensional perspective on resilience takes into account the perspectives of top managers in addition to other indicators, such as the existence of formal business continuity management and the type of such management. Within the context of a business park, this research investigates whether or not ties with nearby companies may serve as a replacement for larger network interactions.

In this study, data gathered from 268 small and medium-sized firms (SMEs) in the United Kingdom is used to investigate the relationships between locational qualities (specifically, locational contiguity within a business park), social networks of entrepreneurs, and the perceived resilience of SMEs. Despite the fact that there is a negative link between social networks and perceived resilience, there is a positive

association between locational qualities and organizational resilience (in both aggregated and component versions). In a significant way, the research makes a contribution to a place-based perspective of resilience by providing an explanation for why the influence of social networks is different from the positive relationships that have been discovered in previous theoretical and empirical studies.

(Vargo & Seville, 2011) studied Crisis strategic planning for SMEs: Finding the silver lining Despite the fact that the capacity of company owners and managers to think strategically in the middle of a crisis is a critical component in determining the long-term survival of an organization, there is currently very little guidance available on how to accomplish this in the most efficient manner. In order for organizations to be resilient during times of crisis, they need to navigate a set of apparent contradictions that juxtapose effective planning with adaptability to changing circumstances.

These contradictions include the following: (1) having leaders who are able to inspire people with a sense of hope and direction while being grounded about the situation they are in; (2) having an organizational culture that values disciplined planning while fostering innovation; (3) planning and making decisions carefully and effectively while being responsive and bold; and (4) having teams that are able to recognize patterns and integrate information in order to make sense of a chaotic situation while remaining alert to subtle changes as the situation evolves. A model for crisis strategic planning is presented in this article. The purpose of this model is to assist organizations in comprehending their inherent tendencies and the manner in which these tendencies influence the level of resilience that the organization is able to attain. In addition, this article provides three case studies of small organizations in New Zealand that are dealing with the aftermath of a crisis in order to illustrate how the model might be used.

(Lacey, 2013) studied Business continuity management for small and medium sized enterprises Three years ago, the International Labor Organization (ILO) began making efforts to counteract the consequences of influenza epidemics on livelihoods as well as health and safety in the workplace. This was done in response to the fact that workers, employers, and communities were facing the risk of a devastating pandemic. Because of its one-of-a-kind tripartite structure, it is in an extraordinarily advantageous position to address the concerns of governments, employers, and workers about the dangers that are

presented by the illness. The objectives of the International Labor Organization (ILO) are twofold: first, to address the existing consequences of the most recent influenza strains (avian and swain) in the workplace by encouraging good practices that might restrict their spread, and second, to promote preparation in the event of a pandemic.

(saad et al., 2021) studied Conceptualization of SMEs' business resilience: A systematic literature review Although there is a fragmented body of literature on definitions, metrics, and factors that influence the idea of business resilience, there has been a significant rise in the amount of attention paid to studies on business resilience in the academic community. For this reason, it is necessary to conduct an inventory of the existing information on the subject areas and organize it in order to establish a foundation in this section of the field. Additionally, we pay the appropriate amount of attention to the resilience of small and medium-sized enterprises (SMEs) in highly susceptible settings, such as developing nations. This is because the nature of these settings necessitates study on resilience (in terms of the frequency of disruptions and the complexity of disruptions).

A systematic review approach that was well-structured was implemented by us. This article provides (1) an overview of the literature on the resilience of small and medium-sized enterprises (SMEs) from the year 2000 to November 2018, which includes 118 publications, and (2) a particular focus on developing nations within that overview. Based on the findings of this study, it can be concluded that the literature on resilience is quite diverse in terms of its definitions and measures, and it is inconclusive on the elements that influence it. In addition, there has been a lack of study that has concentrated on the context of small and medium-sized enterprises (SMEs) in developing nations, which may come as a surprise considering the contribution that these firms make in such an environment. In light of the findings of the review, we provide a description of the characteristics that define resilience and provide potential avenues for expanding the theoretical underpinnings of research into resilience in the future.

(Asgary, 2016) studied Business Continuity and Disaster Risk Management in Business Education: Case of York University” Increasing levels of business interruptions and catastrophic occurrences, on the one hand, and local, national, and international

campaigns, on the other hand, have had the effect of increasing enterprises' knowledge, attention, and demand for the need of business continuity management. The need for such knowledge has expanded in tandem with the growing number of companies that are attempting to include catastrophe risk and business continuity management into their company operations and decision-making procedures. A significant number of business schools all around the globe have not completely recognized, acknowledged, or addressed these demands, despite the fact that they exist. Even though there are a few different methods for incorporating disaster risk and business continuity management into business education, York University has created disaster and emergency management programs at both the undergraduate and graduate levels within the context of a business school in order to meet the ever-increasing need for emergency management and catastrophe management. The merging of these two topics has resulted in a significant increase in the number of business students enrolling in coursework on catastrophe risk management and business continuity. Students are able to become aware and informed members of business continuity management teams in their various places of employment as a result of the information and skills acquisition that they get via these courses.

(Rađenović & Živković, 2022) studied “The Effectiveness of Business Continuity Management System in Enterprises Within the context of the modern business world, companies are confronted with a wide range of unanticipated and unforeseeable occurrences and disruptions, which have the potential to put their whole operations and survival in grave danger. Enterprises that are able to detect and manage such risks and vulnerabilities in an efficient and effective manner are able to keep their operations running, generate value for their stakeholders, and even improve their business performance. In order to be able to operate in such a manner, it is required to conduct an analysis of their internal resources and capabilities in a methodical and ongoing manner. Therefore, in 2012, the International Organization for Standardization (ISO) published the international standard known as ISO 22301, which was amended in 2019. This standard was intended to provide businesses with guidance on how to secure the continuation of their vital activities and commercial ventures both during and after an unforeseen incident. With the help of this paper, we want to throw some light on the efficiency of the business continuity management system (BCMS) in businesses.

(Wilson, 2016) studied Small Business Crisis Management Strategies. It is possible that a premature closure of a small business might occur if the company does not have sufficient crisis management measures in place. In order to investigate the crisis management measures that three proprietors of small businesses have used in order to withstand an unexpected disruption in their operations, qualitative multiple-case research was conducted. The owners of small businesses who participated in this research were from a variety of fields and were located in the southeast area of the United States. Their businesses had been in operation for more than five years, and they had all made it through at least one crisis. In this particular investigation, the conceptual frameworks that were used were the crisis intervention theory and the theory of crisis management. In order to gather data, we conducted semi-structured face-to-face interviews with owners of small businesses, as well as observations and a study of company documentation, which included business plans, insurance policies, floor layouts, and emergency evacuation routes.

To guarantee that the interpretations were reliable, the data were first subjected to theme analysis, and then they were triangulated. There were three themes that emerged from the findings: the significance of adopting survival strategies; the value of transparency, open communication, and connection development; and the role of creative thinking as a survival strategy. Among the recommendations for action are the acquisition of sufficient insurance coverage, the purchase of a worker's compensation policy, and the maintenance of open and fluid communication with both customers and suppliers. Small company owners that execute survival strategies have the potential to make a constructive contribution to social change by continuing to offer job opportunities that improve economic circumstances in the areas in which they operate.

(Roffia & Dabić, 2024) studied the role of management control and integrated information systems for the resilience of SMEs. This study investigates the resilience of small and medium-sized businesses (SMEs) in relation to the COVID-19 pandemic. More specifically, the paper focuses on the influence that certain factors related to management control, integrated information systems (enterprise resource planning [ERP]), information and communication technology (ICT) systems, and financial resources had on the resilience of SMEs. In order to accomplish this goal, late in the spring of 2020, a questionnaire was sent to limited-liability small and medium-sized

enterprises (SMEs) in the provinces of Verona and Vicenza in Italy that were engaged in the manufacturing, construction, and distribution industries. In order to assess the resilience of their companies as of January 1, 2020, May 1, 2020, and July 2021, respondents were asked to provide responses to a series of questions and to evaluate the resilience of their companies. We found that budgeting, business continuity tools, availability of supplementary financial resources, and the resilience of the entrepreneur all had a positive influence on both the COVID-19 resilience and the organizational resilience of small and medium-sized enterprises (SMEs). This was realized through the utilization of a multivariate regression model to analyze the data obtained from the 143 questionnaires that were received. Small and medium-sized enterprises (SMEs) who showed a strong ambition to implement ERP systems also had high levels of resilience.

The utilization of information and communication technology for smart working was not statistically significant. Despite the limitations regarding the sample and the time period that was taken into consideration, we believe that this study makes a contribution to both the academic debate and the practice by demonstrating the influence of certain managerial and organizational factors on the resilience of small and medium-sized enterprises (SMEs). Specifically, it supports a greater empirical use of management control tools, such as budgets and contingency plans, as well as integrated information systems (ERP). Through the building of financial buffers and the strengthening of the entrepreneur's resilience, our research promotes the improvement of small and medium-sized enterprise (SME) resilience.

(Oliveira Saraiva et al., 2024) studied Turnaround, Decline, and Strategic Posture of SME: Empirical Evidence” The purpose of this research is to investigate the ways in which the environment, strategic stance, and organizational structure all play a role in the decline and performance of small and medium-sized businesses (SME). Through the use of Altman's Z-score model and the utilization of a sample of small and medium-sized enterprises (SMEs), we conduct an analysis of the status of businesses that have reported that they are experiencing challenges in relation to their financial performance. A strategic entrepreneurial posture and an organic organizational structure, which is defined by dynamism, decentralization, and control over the goals, are shown to favorably contribute to the performance of enterprises and prevent them from going bankrupt, as shown by the outcomes. A deeper knowledge of the variables that lead to

the decline and failure of small and medium-sized enterprises (SMEs) is contributed to by the results of our research, which also emphasize the elements that increase the performance levels of SMEs. Furthermore, the research offers a contemplation on the process of turnaround, as well as the reinvention of strategies, new methods of planning, internal structure, and management control responsibilities.

(Pal, 2013) studied “Organizational Resilience through Crisis Strategic Planning Over the course of the last decade, the concept of resilience, which refers to the capacity to endure adversity and disruptions, has emerged as a prominent concept in the realm of organizational management. In spite of the fact that it is connected to well-established activities like as risk and crisis management, as well as business continuity planning and strategic management, it enables fresh views and insights into the circumstances under which business is conducted. Furthermore, when applied to the whole of the supply chain, it offers capabilities for effectively controlling and aligning the logistical flows in a manner that is acceptable. To what extent, however, is resiliency necessary for succeeding or surviving? During the most recent crisis (2007-2009), the average number of companies that went bankrupt in the Swedish textile and clothing (T&C) sector increased by a factor of two in comparison to the average number of companies that went bankrupt during the period of 2000-2010. This was a direct result of the immense strain that was placed on the Swedish credit system.

In addition, the structural industrial statistics saw a precipitous decline during these crisis years, which exacerbated other inherent or internal issues as a result of a ripple effect. When there was an economic crisis, the small and medium-sized businesses (also known as SMEs) were the ones that were most impacted. They were confronted with significant challenges to their financial performance and, eventually, to their ability to continue existing. As a result of this, the study of organizational resilience (ORes), which is the ability to endure and flourish, becomes an increasingly important field of research. The purpose of this thesis is to address this problem by focusing on understanding the process of developing resilience via crisis strategic planning in the context of Swedish textile-related small and medium-sized enterprises (SMEs) in the middle of economic crises.

The purpose of this study is to research and answer questions on how the development of resilience may be regarded a precursor for the success of a company, how to create and monitor resilience, and identify its antecedents as well as major strategic initiatives and the varying degrees of effect that each of these efforts has. There were no previous studies that were discovered in the literature that described organizational resilience and crisis strategic planning in an integrated processual manner employing both short-term and long-term strategies via planning and adaptation. Because the structure for the resilience development process follows a causal relationship between the object (the organization), its structure (competences and strategies), and the causal power (crisis strategic planning), the thesis takes a critical realist-grounded theory (CR-GT) approach along the metaphysical level. This is because the objective of the process is to achieve an event or outcome (resilience) in a specific context (economic crisis).

(Submitted 22, 2024) studied Effect of Crisis Leadership on Performance of SMEs During Covid-19 Pandemic in Nairobi County, Kenya A limited number of empirical studies have been conducted to investigate the connection between crisis leadership and business continuity management methods, and the extent to which these tactics contribute to the performance of a company. As a result, the overarching purpose of the research was to ascertain the impact that crisis leadership had on the performance of small and medium-sized enterprises (SMEs) in Nairobi County, Kenya, during the Covid-19 epidemic. The research approach used in this study was both descriptive and correlational. The population of interest for the research consisted of 584 individuals who identified themselves as belonging to various Small and Medium-sized Enterprises (SME) industries in Kenya. A method known as stratified random sampling was performed in order to pick a sample size that was representative of 237 respondents and proceed with the collection of data from the sample. In the research, primary data were collected via the use of questionnaires. In order to organize and analyze the data that was obtained, the SPSS version 23 application was used.

The results indicate that crisis management plays a crucial role in protecting the reputation of the firm, which might have a lasting effect on sales and profitability ($r(103) = 0.750, p < 0.05$). A strong linear connection variation was seen between crisis leadership and performance ($F(1,181) = 232.183, p < 0.05$). Furthermore, crisis leadership was shown to account for 56.2 percent of the variance in the performance of

small and medium-sized enterprises (SMEs). As per the data, the intercept between crisis leadership and performance shows an improvement of $\beta = 0.337$, with a p-value of less than 0.01. In conclusion, crisis leadership increased the continuity of the organization by reducing the number of crises that occurred in urgent circumstances. It is important to note that leaders who take leadership responsibilities during times of crisis need to combine the information, skills, and capabilities that are required. By providing assistance to competent leadership, the majority of small and medium-sized enterprises (SMEs) are able to avert potentially devastating crisis outcomes, and crisis management safeguards the organization's image. The executive and management of the small and medium-sized enterprises (SMEs) sector in Nairobi County are recommended by the research. In order to avoid potentially catastrophic results associated to crises, small and medium-sized enterprises (SMEs) should cultivate strong leadership in order to increase performance. It is vital for managers to take the initiative during the crisis since they are expected to combine the relevant abilities, expertise, and talents throughout the situation. In order to simplify the crisis management process across all of their operational domains, small and medium-sized enterprises (SMEs) should develop organizational guidelines.

(International Labour Organization, 2011) studied Multi-hazard Business Continuity Management Guide for small and medium enterprises Three years ago, the International Labor Organization (ILO) began making efforts to counteract the consequences of influenza epidemics on livelihoods as well as health and safety in the workplace. This was done in response to the fact that workers, employers, and communities were facing the risk of a devastating pandemic. Because of its one-of-a-kind tripartite structure, it is in an extraordinarily advantageous position to address the concerns of governments, employers, and workers about the dangers that are presented by the illness. The objectives of the International Labor Organization (ILO) are twofold: first, to address the existing consequences of the most recent influenza strains (avian and swine) in the workplace by encouraging good practices that might restrict their spread, and second, to promote preparation in the event of a pandemic.

(Wooten & James, 2008) studied Linking Crisis Management and Leadership Competencies: The Role of Human Resource Development What the issue is and how it can be fixed. The majority of CEOs are aware of the negative effects that are connected

with an organizational crisis, and as a reactionary approach, they concentrate on communications and public relations. Nevertheless, many people fail to take into account the additional leadership obligations that are connected with organizational crises.

This may be the consequence of CEOs not receiving the appropriate formal training or on-the-job experiences to adequately equip them to lead crises. Executives who are able to allow their firms to recover from a crisis demonstrate a complex set of competences in each of the five stages of a crisis, which include signal detection, preparedness and prevention, damage management and containment, business recovery, and reflection and learning. Through the use of qualitative research methodology and the examination of companies that are experiencing crises, we investigate the leadership abilities that are required throughout each phase of a crisis in this article. In addition, this essay establishes a connection between the significant role that human resource development plays and the creation of organizational capacities via activities related to crisis management.

(Southwick et al., 2017) studied Leadership and Resilience To be a leader, one must first learn to lead themselves before moving on to lead others. Therefore, purpose is an essential component to consider. There is a viewpoint on leadership that is defined in this chapter that may not be the most prevalent one, but it is extremely recognizable for individuals of any age group and at any stage of their lives. The article discusses five interconnected qualities that are important in the process of discovering our purpose: (1) awareness, which improves the quality of decisions we make; (2) respect, which is an outflow of awareness and ensures proper treatment of others; (3) morality, which enables us to consider and deal with the consequences of our decisions; (4) vision, which guides our path and attracts others to it; and (5) understanding, which can assist us in adjusting our direction if we find it to be unfulfilling. A discussion of global and commercial luminaries, including Muhammad Yunus, Princess Diana, Ray Anderson, CEO of Interface, Sir Richard Branson, and Nelson Mandela, is included in the cases that are provided for each attribute. In the last section of the chapter, there is a short story about discovering our purpose. The reader is encouraged to participate in self-reflective inquiries, react to those questions, and determine the purpose that he or she has for their own life.

(A et al., 2024) studied the effect of leadership qualities on the performance of small and medium enterprises” Due to the fact that they strengthen economies on every continent, small and medium-sized firms (also known as SMEs) are an important component of global growth. In order for small and medium-sized enterprises (SMEs) to achieve success in the future, it is essential to have effective leadership, with management qualities and direction acting as the primary performance indicators. A substantial amount of research has been conducted by academics to investigate the major role that leadership has in achieving enhanced firm success in the dynamic business environment of today. The leaders of small and medium-sized enterprises (SMEs) need to exhibit certain characteristics in order for them to be successful and long-lasting. There has been a significant amount of study conducted on the success and failure of small and medium-sized enterprises (SMEs), with a particular focus on the efficacy of these businesses in terms of job creation and their function as economic engines at the national level. As small and medium-sized enterprises (SMEs) constitute a significant proportion of the labor force and commercial activity around the globe, it is imperative that leaders possess characteristics that are conducive to the development of SMEs. Furthermore, small and medium-sized enterprises (SMEs) are very important to the social and environmental sustainability of the world, and the cumulative effect of these businesses is equivalent to that of more notable businesses. In Ghana and other African countries, small and medium-sized enterprises (SMEs) account for a sizeable portion of the business sector (90%) and contribute considerably to the growth of employment and GDP (70%) respectively. The study on the relationship between the performance of small and medium-sized enterprises (SMEs) and leadership qualities, particularly in Ghana, needs to be enhanced.

(UNDP, 2013) studied “Small Businesses: Impact of Disasters and Building Resilience Analyzing the vulnerability of Micro, Small, and Medium” One of the areas of disaster risk that has received the least amount of attention is the effect that catastrophes have on micro, small, and medium enterprises (MSMEs), as well as the ramifications that this influence has on the economic and social recovery of the communities that are impacted by the disaster. The existence of this gap makes it more difficult to comprehend the means by which community resilience may be accomplished, including the renovation of the social and economic fabric after the occurrence of catastrophes. When compared

to larger companies that have access to a wider variety of coping mechanisms, this research reveals that micro, small, and medium-sized enterprises (MSMEs) are disproportionately impacted by disasters.

However, the study also discovers that micro, small, and medium-sized enterprises (MSMEs) possess an inherent flexibility as a result of the lower levels of capital required to operate and the absence of work relations (particularly in the case of informal MSMEs). This flexibility could be utilized in the aftermath of disasters to facilitate a more expedient and equitable recovery of the local community. The capacity of micro, small, and medium-sized enterprises (MSMEs) to resist catastrophes and the availability of appropriate incentives for them to actively engage in livelihood recovery are thus essential to the role that MSMEs play in disaster recovery. According to the findings of the research, the resilience of micro, small, and medium-sized enterprises (MSMEs) should begin with addressing the socio-economic drivers of risk in the pre-disaster stage. This resilience should then be further strengthened by providing MSMEs with prompt and effective assistance quickly after catastrophes. Based on a better knowledge of the effect that disasters have on micro, small, and medium-sized enterprises (MSMEs), the research comes to the conclusion that the susceptibility of MSMEs to natural hazards may be reversed by creating circumstances that are conducive to the use of entrepreneurship as a driver of local economic and social recovery both before and after a catastrophe for MSMEs.

(Luo et al., 2023) studied “State of Organizations State of Organizations” In today's business world, firms are increasingly expected to respond quickly to unexpected business shocks. Companies have to make it a priority to always be ready to take action and to be prepared to do so in a timely manner. It is possible that human and organizational resilience, in conjunction with speed, might be determining elements for success and survival in the present era of volatility. Nevertheless, the findings of our study indicate that while some firms do place an emphasis on preparedness, the majority of them just concentrate on a single facet of it (for example, predicting and then successfully handling an urgent crisis). companies do not take the comprehensive strategy of constantly examining and altering structures, processes, and people in order to ensure that companies do not only bounce out of crises but also bounce forward, landing on their feet relatively undamaged and racing forward with fresh vitality.

Critical situations will inevitably arise, as the most recent experience has once again shown.

Today's global business is characterized by its rapid pace, high degree of interdependence, and complexity. More than sixty percent of respondents to our State of Organizations Survey believe that the value of organizational resilience will only increase in the years to come. This indicates that people are aware of the significance of this guiding principle. Many people, however, have expressed the opinion that they do not believe their businesses are adequately prepared for the external shocks that may occur over the course of the next few years, as well as the additional disruption that these shocks may bring about.

(Pertheban et al., 2023) studied “The Impact of Proactive Resilience Strategies on Organizational Performance: Role of Ambidextrous and Dynamic Capabilities of SMEs in Manufacturing Sector Because of the difficulties that are present in the global business climate, small and medium-sized businesses (SMEs) are encouraged to continually improve their performance in terms of the degree to which they are vulnerable to potential repercussions and disruptions in their operations that might have an effect on their capacity to remain in business.

In the last several years, supply chain management has grown more interested in a new field of study that focuses on resilience tactics and ambidextrous talents. These two factors have emerged as major predictors of organizational success. Small and medium-sized enterprises (SMEs) are among the most important contributors to the economy of Malaysia. Therefore, in order to guarantee stronger economic development and competitiveness, small and medium-sized enterprises (SMEs) have been compelled to survive in the present market condition.

The success of small and medium-sized enterprises (SMEs) is significantly influenced by the resilience strategies and ambidexterity skills. Consequently, the purpose of this research is to investigate the connection between proactive resilience strategies, ambidextrous capabilities, and the performance of small and medium-sized enterprises (SMEs) in the manufacturing sector, using the dynamic capabilities viewpoint as a conceptual framework. It is decided to apply a quantitative study approach, and a standardized survey questionnaire is used in order to gather data from 351 small and

medium-sized enterprises (SMEs) in the manufacturing sector. Smart PLS 3.0 is used for the purpose of testing both direct and mediated outcomes via the use of partial least squares structural equation modeling (PLS-SEM). The results of this research seemed to indicate that proactive resilience measures may have a considerable impact on the organizational performance of small and medium-sized enterprises (SMEs). Additionally, ambidextrous competencies serve as a powerful mediator between proactive resilience tactics and the success of a company.

These results provide a contribution to the published research on dynamic capabilities by drawing attention to the significance of proactive resilience strategies and ambidextrous skills in the process of boosting the beneficial influence on organizational performance in small and medium-sized enterprises (SMEs). This research offers a convincing explanation of two significant management strategies that are aimed at improving the long-term performance of organizations.

(Vargo & Seville, 2011) studied Crisis strategic planning for SMEs: Finding the silver lining Despite the fact that the capacity of company owners and managers to think strategically in the middle of a crisis is a critical component in determining the long-term survival of an organization, there is currently very little guidance available on how to accomplish this in the most efficient manner. In order for organizations to be resilient during times of crisis, they need to navigate a set of apparent contradictions that juxtapose effective planning with adaptability to changing circumstances. These contradictions include the following: (1) having leaders who are able to inspire people with a sense of hope and direction while being grounded about the situation they are in; (2) having an organizational culture that values disciplined planning while fostering innovation; (3) planning and making decisions carefully and effectively while being responsive and bold; and (4) having teams that are able to recognize patterns and integrate information in order to make sense of a chaotic situation while remaining alert to subtle changes as the situation evolves. A model for crisis strategic planning is presented in this article. The purpose of this model is to assist organizations in comprehending their inherent tendencies and the manner in which these tendencies influence the level of resilience that the organization is able to attain. In addition, this article provides three case studies of small organizations in New Zealand that are dealing with the aftermath of a crisis in order to illustrate how the model might be used.

(*Crisis Management in Small and Medium Scale Enterprises: A Systematic*, n.d.) studied Crisis Management in Small and Medium Scale Enterprises: A Systematic The results of a comprehensive literature review on crisis management in small and medium-sized enterprises (SMEs) are presented in this research. The review was conducted with reference to current works of literature. Within the realm of academic research, studies on crisis management have garnered a large amount of interest. In addition, this may be seen in the way that organizations handle crisis situations. Insufficient attention was paid to small and medium-sized enterprises (SMEs) as comparison to bigger firms. This systematic literature review on small and medium-sized enterprises (SMEs) aims to recognize the issues surrounding academic research on SME crisis management and to identify the strategies that small business entrepreneurs employ in order to protect themselves from crisis vulnerability. This review was conducted in recognition of the fact that there is a dearth of studies on SME crisis management in the existing literature on crisis management. What has been done in the field of small and medium-sized enterprise (SME) crisis management research, and what patterns have defined this phenomenon in research venues, are the two topics that are addressed here. In this study, 181 research publications that were published on the topic of crisis management for small and medium-sized enterprises (SMEs) from the year 2000 were taken into consideration.

The available literature on small and medium-sized enterprise (SME) crisis management was analyzed, and three primary themes emerged: crisis readiness measures, the effect of the crisis on SMEs, and the strategic approach taken by SMEs. The results indicate future study topics of small and medium-sized enterprise (SME) crisis management with an organizational perspective, crisis experience towards crisis learning, crisis learning as a strategic approach, and networking as a social coping mechanism. This is in response to the discovery of gaps in the existing literature. Additionally, the synthesis activity influenced the direction of future study in the topic.

(Hokmabadi et al., 2024) studied Business Resilience for Small and Medium Enterprises and Startups by Digital Transformation and the Role of Marketing Capabilities—A Systematic Review This research studies the nexus of digital transformation, business resilience, and marketing skills, with a particular emphasis on how these factors interact with small firms and startups. The digital revolution has

brought about substantial changes in the efficiency of commercial operations, the management of supply chains, and the general performance of organizations. The Scopus database was used in this systematic literature analysis, which was carried out in accordance with the PRISMA standards.

The original 247 papers were narrowed down to 51 articles that were relevant. Among the most important themes are the use of new technologies for sustainable supply chains, the significance of digital skills and knowledge management, and the crucial role that digital transformation plays in strengthening resilience. As a result of research that emphasizes the consequences of digital marketing and e-commerce adoption for small and medium-sized enterprises (SMEs), it is shown that businesses need to have dynamic skills in order to succeed in settings that are chaotic. On the other hand, there are still certain gaps, such as the need to understand the long-term effects of digital transformation, the linkages between digital maturity, innovation, and sustainability, and the need for comparative research across different sectors and geographies. In addition, it is crucial to investigate how marketing skills contribute to resilience, since this grants small firms and startups the ability to resist disturbances and recover from them. In the event that these trends and gaps are addressed, our grasp of the multiple consequences that digital transformation has for small and medium-sized enterprises (SMEs) and startups will be improved. This will enable these entities to use their marketing skills in order to manage hurdles and grab opportunities in the digital era.

(Trim & Lee, 2022) studied Business Continuity Management A comprehensive analysis of BCM is presented in this chapter. As a context, it provides a description of the historical evolution of BCM as well as its links with other ideas. It will be followed by discussions on business continuity management (BCM) as a management system, the fundamental concepts of BCM, and an overview of business continuity planning. The implementation of BCM, together with the legislation or standards that support the idea, as well as the creation of the BCM degree of preparation, will be discussed in the following section. In the last section of the chapter, many evaluations on BC plans from a variety of industries are expounded upon. This is followed by a study of the need of BCM in companies based on the advantages and problems its implementation presents.

Business Continuity Management (BCM) is defined by the Business Continuity Institute (Business Continuity Institute 2007b) as the act of anticipating incidents that will affect mission-critical functions and processes for the organization, and ensuring that it responds to any incident in a planned and rehearsed manner. This definition also includes the act of ensuring that the organization is prepared to respond to any incident. Furthermore, the Singapore Standard for Business-Critical Management (SPRING 2008) considered this concept to be a holistic management process that identifies potential impacts that threaten an organization and provides a framework for building resilience and the capability for an effective response that protects the interests of the organization's key stakeholders, reputation, brand, and activities that create value.

(Sonmez Cakir & Adiguzel, 2020) studied Analysis of Leader Effectiveness in Organization and Knowledge Sharing Behavior on Employees and Organization In order to better understand the connections that exist between leadership effectiveness, knowledge sharing behavior, business success, firm strategy, and firm performance, the purpose of this research is to conduct an analysis of these connections. In this study, statistical analyses were used to the data acquired via the use of one-to-one questionnaire approaches in order to expose the correlations. At the same time, the researchers attempted to disclose the links that exist between the variables. The significance of the behavior of information sharing, as well as the beneficial benefits that both the independent variable and the mediator variable have on the organization, are underlined in this research. Additionally, it was shown that there was a favorable influence of leadership effectiveness and information sharing behavior on job performance, firm strategy, and firm performance factors on the variables that were being studied. The application LISREL, the IBM SPSS 23 software program, and the SPSS PROCESS V.3 add-in were used in order to conduct the study.

Additionally, confirmatory and explanatory factor analysis, as well as reliability analysis, were carried out on the questions that utilized the Likert-type scale. In the process of analyzing the associations between variables in the correlation menu of the main menus of the SPSS Program, the regression menu was used to test the hypotheses and to disclose the influence of the PROCESS V.3 add-in on the mediation variable. Through the use of the LISREL tool, confirmatory factor analysis was carried out.

(Garrido-Moreno et al., 2024) studied the key role of innovation and organizational resilience in improving business performance: A mixed-methods approach Companies are required to take prompt action and rethink their company strategy in order to survive in an economic climate that is both unpredictable and complicated. Both innovation and resilience have garnered prominence as required for companies to effectively react to external environmental challenges. Innovation has emerged as a strategic imperative to adapt to changes in the market and stay competitive, while resilience has earned recognition as important for success. There has been a paucity of empirical study that has examined these strategic elements, despite the fact that they are important in unstable contexts. Using a sequential two-stage mixed-methods approach, our research investigates the role that service innovation and organizational resilience play in improving company performance. Furthermore, we draw on the notion of dynamic capacities to support our investigation. To begin, a quantitative study was carried out with the purpose of putting the suggested research model to the test via the use of structural equation modeling (SEM) analysis along with a sample of 343 service organizations located in Spain. In the second step of the process, a qualitative analysis was carried out by conducting twelve interviews with managers in order to get new insights and a more in-depth comprehension from the phenomena. The findings demonstrate that creativity and resilience are essential dynamic characteristics that one must possess in order to adapt to a changing business environment and maintain competitiveness. In addition, our results demonstrate the strategic significance of digital tools (platforms for social media) and external networks as drivers of innovation in service delivery. These insights may be used by managers in order to make use of social media in order to participate in collaborative networks, improve creativity and resilience, and achieve success during volatile market conditions.

(Shin & Park, 2021) studied Supply chain leadership driven strategic resilience capabilities management: A leader-member exchange perspective” By gaining an understanding of the job of a supply chain (SC) leader from the viewpoint of collaborative capability management, one may get insights into the strategic management of exchange relationships during disruptions. The findings of this research highlight the significance of leadership responsibility in the management of overall resilience capacities among members of SC networks. The leader-member exchange

(LMX) inside the SC is operationalized in order to quantify the levels of exchange relationships. This is accomplished by drawing on concepts from leadership theory.

In addition, an integrated probabilistic-reliability management technique is used in order to investigate the influence that SCLMX has on the resilience performance of SC networks. (i) the significant role that a buyer's leadership can play in improving SC capabilities; (ii) the asymmetric roles that different capabilities play in improving resilience; and (iii) the necessity of further investigating the relationship between SC capabilities and resilience based on disruption phases. These findings are revealed by the findings. The purpose of this research is to investigate the function and usefulness of SC leadership in complex SC network cooperation. The current study proposes a fresh and helpful theoretical model for this purpose.

(Schaedler et al., 2022) studied “Strategic leadership in organizational crises: A review and research agenda The strategic leaders of an organization play a particularly prominent role among all of the individuals engaged in the management of an organizational crisis. There is a growing body of research on the influence of strategic leaders in crisis circumstances; nevertheless, this research is characterized by a high degree of fragmentation, which significantly hinders the production of theory that is both concise and practically helpful. We perform a comprehensive literature analysis that covers the research streams on strategic leadership and organizational crises in order to address this problem. This study is interdisciplinary and uses a methodical approach. We identify the many applicable theoretical lenses for each kind of strategic leader, including the Chief Executive Officer (CEO), the top management team, and the board of directors, and we emphasize the similarities and contrasts between the studies and the insights they provide.

In order to develop an integrated conceptual framework that will serve as a guide for future research, we make use of our review. As for the chief executive officer (CEO), research focuses on social evaluations—for example, based on the CEO's appearance—as well as agency-theoretic considerations—particularly, financial incentives. Our exploratory review reveals that, despite the fact that every type of strategic leader plays a significant role in a crisis context, the perspectives that are taken and the evidence that is produced are different. When it comes to the top management team, the majority of

study takes a managerial and organizational cognition perspective, concentrating on aspects such as personality and human capital. Finally, when it comes to the board of directors, agency-theoretic issues once again dominate the debate in the academic world, particularly when it comes to research around board independence. Overall, we evaluate and organize a research landscape that is rich but patchy, and we deduce sufficient prospects for fresh theoretical and empirical investigations into strategic leaders and their role in resolving organizational crises thanks to the research environment that we examine and arrange.

(Adam & Alarifi, 2021) studied Innovation practices for survival of small and medium enterprises (SMEs) in the COVID-19 times: the role of external support Small and medium-sized businesses (SMEs) is often placed in a position where they are confronted with a variety of obstacles and may even put their lives in jeopardy when global epidemic crises, such as the coronavirus (COVID-19), occur. While highlighting the auxiliary role that external assistance plays in such a connection, the purpose of this research is to build a theoretical model with the intention of providing insights regarding the correlation between innovative practices and the performance and survival of small and medium-sized enterprises (SMEs). The information was gathered from 259 managers of small and medium-sized enterprises (SMEs) in Saudi Arabia via the use of an online questionnaire, and with the help of the SmartPLS3 software, the information was evaluated. The findings of the structural equation modeling demonstrated that the innovative methods that small and medium-sized enterprises (SMEs) implemented in order to deal with the consequences of COVID-19 had a beneficial influence on the performance of the firm as well as the possibility that it would survive. Based on the findings of the PLS-SEM bootstrap analysis, it was shown that the favorable influence of small and medium-sized enterprises' (SMEs) innovative practices on the survival of the firm is strengthened by external support aids. It has been argued that the research has a number of major practical consequences for managers of small and medium-sized enterprises (SMEs), governments, and policy makers.

(AL HOUR, 2023) studied Business Continuity Management” Because the world is changing at a quicker rate than it ever has before, planning is a challenging task in today's society. Because of the instability that exists in the economics, environments, and cultures of the globe, as well as the changes that have occurred in the settings of

corporations, new kinds of risks and disruptions have emerged. As a result of the increasing global openness brought about by social media, the internet, and travel, several nations and organizations have been placed in a position where they are vulnerable to new kinds of risks, including as pandemics, cyberattacks, and reputational crises (Paunescu & Argatu, 2020). Regardless of the size or nature of the business, every organization has a set of goals and objectives that are derived from its vision and mission. These goals and objectives differ from one organization to the next.

According to research of Romanian businesses, the achievement of organizational objectives is susceptible to disruption in the face of an increased feeling of agitation and uncertainty in the economic climate of the world as a whole. found in Abuja, Nigeria, that interruptions to company operations are recognized to have significant adverse effects on the organization." In addition to an actual financial loss, these repercussions also include a knock-on effect on the company's reputation and the faith that customers have in the business.

(Björndahl & Nilsson, 2023) studied "Strategic Management of Organizational Resilience in SMEs: A multiple case study of SMEs from a Resource-based view and Dynamic capabilities views the relevance of organizational resilience has been stressed by a number of scholars over the course of the last ten years. These researchers have highlighted the role that organizational resilience plays in allowing companies to resist disruptive events. Organizations are confronted with a multitude of issues that originate from the external settings, and they must navigate through continuous changes in a world that is paradoxical. Financial upheavals, pandemic illnesses, natural catastrophes, legislative changes, increasing consumer needs, and network outages are examples of the types of issues that may reach outside the direct control of a business. Alterations in governmental and judicial systems, as well as advancements in technology There is also the possibility that difficulties may occur inside within a business, such as mistakes made by employees or malfunctions in the machinery. As a consequence of this, the idea of resilience has become an increasingly significant need for enterprises in the modern day.

(Duchek, 2020) studied Organizational resilience: a capability-based conceptualization Organizations need to have a capacity for resilience in order to be able to successfully

deal with unexpected occurrences, recover from crises, and even nurture future success in order to be able to thrive in times that are extremely turbulent and unpredictable. Despite the fact that there has been a consistent increase in the amount of scholarly interest in organizational resilience over the last several years, there is still a lack of understanding around what resilience truly means and how it is constructed.

In particular, there is a need for further information about the organizational qualities that comprise resilience, as well as the circumstances that are sufficient for their growth. Through a more in-depth comprehension of the intricate and ingrained concept of organizational resilience, the purpose of this study is to offer a contribution to the diverse research area that is currently being investigated. The idea of resilience is conceived of as a meta-capability, and the construct is broken down into its component pieces. For the purpose of providing an overview of the underlying qualities that together constitute organizational resilience, we propose three consecutive phases of resilience, which are anticipation, coping, and adaptation. These stages are inspired by process-based research. Here, we address the links and interactions between the various phases of resilience, as well as the primary antecedents and drivers of resilience. This framework serves as our basis. Our work involves the formulation of concepts that may serve as a basis for further empirical research.

(Fasth et al., 2022) studied Crisis management as practice in small- and medium-sized enterprises during the first period of COVID-19. An emphasis is placed in this article on the social setting as well as the working procedures that are used in crisis management. We conduct an analysis of crisis management in practice by conducting one thousand interviews with company leaders in Swedish small and medium-sized firms (SMEs). The questions that we address are as follows: What social settings do business leaders employ in crisis management, and what working techniques do they depend on? The majority of the businesses that were investigated in this research do not have any kind of crisis group; rather, they deal with problems in a reactive manner as they arise. Only a small percentage of the businesses always have a crisis plan in place, and of those that do, only slightly more than half of them have reported that it has been useful in coping with the COVID-19 issue. According to the findings of the research, small and medium-sized enterprises (SMEs) in Sweden seem to rely on a process that is of an emergent character, in which choices are mostly dependent on gut instinct. The organizations in

our sample that saw a major drop in income as a result of the COVID-19 issue, on the other hand, state that they use a more centralized and deductive approach, with reports and documentation serving as the foundation for their work. By contributing to a more developed knowledge of how crisis management operates in practice, the research makes a contribution.

(Goh & Wong, 2015) studied Business Continuity Planning for Small and Medium-Sized Enterprises Over the course of the last few years, there has been an increase in the emphasis on business continuity in Asia as well as in other regions. This is particularly true for businesses that operate in areas that are regulated. As a consequence of the recent string of mega catastrophes that have occurred in the Asia area, bigger enterprises have undertaken significant investments in order to strengthen their resilience against interruptions to their commercial operations. Nevertheless, in spite of the increased awareness of the importance of business continuity, it would seem that small and medium-sized businesses (SMEs) are not taking any steps to improve their business resilience. Within the realm of small and medium-sized businesses, there is still a lack of understanding about business continuity. Some people think of it in terms of emergency response or catastrophe recovery in information technology, and even those who are familiar with the concept of business continuity may not perceive any relation to themselves. Although many major companies have business continuity plans in place, small and medium-sized enterprises (SMEs) often do not have the time or the financial resources to invest in their own business continuity plans. However, small and medium-sized enterprises (SMEs) are no longer able to ignore business continuity and the growing need for it as a component of mainstream business operations. This is because of the increasing pressure from larger organizations to ensure the continuity of their supply chains, new legislation from the government, and the global acceptance and adoption of business continuity management standards.

(Hamada, 2022) studied The Management of Business Continuity in SMEs Evidence from Egypt Therefore, the purpose of this study is to generate a better understanding of current practices for adopting Business Continuity Management System by Egypt SMEs and to shed light on their requirements. The concept of Business Continuity Management (BCM) has only recently emerged in relation to small and medium-sized enterprises (SMEs) in Egypt, and, as a result, there have been very few studies that are

relevant to this topic. Arrangement, methodology, and strategy: For the purpose of this research, the relationship between Organization Structure, Disaster Preparedness, Organization Resilience, and Business Continuity Management will be investigated. Formalization, Centralization, and Organization Size will be used as dimensions for Organization Structure, and Supply Chain Management, Cash Flow Management, and Knowledge Management will be used as dimensions for Organization Resilience.

By use of an online questionnaire, data were gathered from 323 individuals who were employed in Egypt's small and medium-sized enterprises (SMEs) using the quantitative technique. Results of the research: With a substantial positive association between formalization and organization size with disaster preparedness, the findings demonstrated that there is a direct beneficial influence of organization structure on disaster preparedness. On the other hand, the results did not indicate any significant link between centralization and disaster preparedness. However, there was a substantial association between Formalization, Organization Size, and Business Continuity Management System. The link between Organization Structure and its dimension of Centralization and Business Continuity Management System was not significant. On the other hand, there was a strong correlation between them. Preparedness for disasters had a strong and direct beneficial influence on the Business Continuity Management System. With complete mediation, the indirect link between the Organization Structure and the Business Continuity Management System revealed a large direct beneficial impact. This was achieved via the mediation effect of Disaster Preparedness.

(Jackson, 2020) studied Leadership Strategies for Success of Small to Medium Urban Enterprises Despite the important Evidence from Thailand pertaining to the management of business continuity for small and medium-sized commercial organizations The idea of business continuity management (BCM) has just recently come to light in relation to small and medium-sized businesses (SMEs) in Thailand, and there have been very few studies that are pertinent to this topic. As a result, the purpose of this research is to produce a better knowledge of the existing practices of business continuity management (BCM) by small and medium-sized enterprises (SMEs) and to shed light on the support requirements of these businesses.

A questionnaire directed at senior management was used to collect data from 136 small and medium-sized enterprises (SMEs) in Thailand. In spite of the fact that the survey demonstrates a significant amount of catastrophe experience among Thai small and medium-sized enterprises (SMEs), it also exposes a poor level of readiness for business continuity, including the absence of a formal business continuity plan (BCP). The findings reveal that perceived disaster preparedness, business continuity knowledge, and training requirements have a positive correlation with a scale of company size, operation time, and catastrophe experience. This is despite the fact that knowledge of business continuity management (BCM) and associated training needs differ across small and medium-sized enterprises (SMEs). As a result, the research emphasizes the need of providing assistance to small enterprises, especially those that are located in regions that are prone to natural disasters. Both the public and private sectors have the potential to play a significant part in the promotion of business continuity management techniques among small and medium-sized enterprises (SMEs).

(Kindström et al., 2024) studied Challenges for growing SMEs: A managerial perspective” Growth is a primary objective for all kinds of businesses, but it is of utmost significance for small and medium-sized enterprises (SMEs). Growing small and medium-sized enterprises (SMEs) are confronted with a wide variety of issues from a management standpoint. This research presents a comprehensive framework that not only highlights the numerous kinds of managing challenges, but also underlines the need of adopting a balanced and comprehensive strategy to addressing these challenges. The researchers identify, map, and aggregate key impediments to the development of small and medium-sized enterprises (SMEs) in Sweden using a qualitative study of 44 SMEs. They propose three overarching themes within the study: business model, leadership, and people. Each of these themes is comprised of a number of lower-level categories and particular obstacles, which suggests that businesses that want to thrive in development should be aware of all three themes and handle them in a balanced way. It also presents an overall, integrative view on the issues that small and medium-sized enterprises (SMEs) face in terms of development, which opens up new areas for study in the future. This research provides insights into each subject and its ramifications for SMEs.

(Klyver & Nielsen, 2024) studied “Preparedness shapes tomorrow: crisis preparedness and strategies among SMEs amid external crises” The majority of the study that has been done on crisis management has concentrated on the crisis methods that are used by small and medium-sized businesses (SMEs), mostly without taking into consideration their initial level of readiness, which is the manner in which these SMEs entered the crisis in the first place. With regard to the strategic decisions that small and medium-sized enterprises (SMEs) make during times of crisis, especially whether they choose to innovate, retrench, or endure, this research investigates the implications of financial, organizational, and cultural crisis readiness. We put theories about the first COVID-19-related lockdown in Denmark to the test by making use of a one-of-a-kind longitudinal representative dataset of small and medium-sized enterprises (SMEs) covering the years 2015 to 2020. Our results make a substantial contribution to the existing body of research by demonstrating that crisis readiness was an essential factor in the strategic decisions made by SMEs during times of crisis. The nature of small and medium-sized enterprises' (SMEs) pre-crisis planning, which encompasses financial, organizational, and cultural aspects, is shown to have a different impact on the strategic approach that they take during the crisis.

(Kotsios, 2023) studied “Business resilience skills for SMEs the purpose of this study was to evaluate the competencies and principles that may be identified as being associated with the development of resilient small and medium-sized businesses. A survey research study was conducted throughout the summer of 2020 with a sample size of 266 Greek and Polish company owners and managers. The primary data on the subject was acquired via this research. The responses indicated that the category of Personal traits and Values had the greatest levels of significance, but the adequacy levels of these categories were also rather high. The importance of reliability, integrity, and work ethics in particular has been emphasized as being particularly important for the long-term success of a company when it is confronted with crisis circumstances. According to the order of significance, the categories that had the greatest disparity between their importance and their adequacy were Communication, Risk identification and assessment, Financial Management, Planning and organization, and Customer-orientation. These areas may be considered priority areas for inclusion in business training programs.

(Pambudi, 2022) studied Implementasi Etika Bisnis Islam Di Industry Penge Coran Logam Batur, Ceper, Klaten With the purpose of enhancing the competitive advantages of small and medium-sized businesses (SMEs), the purpose of this research is to investigate the impact that business strategies have. In addition, our research takes into account the significance of performance and innovation as factors that act as mediators in the connection between corporate strategy and competitive advantage. 150 small and medium-sized enterprises (SMEs) operating in the construction and real estate industries make up the study's sample. Our research indicates that business strategies have a beneficial effect on the competitive advantage that a company has. Improved business strategies provide small and medium-sized enterprises (SMEs) a competitive edge. Additionally, the link between business strategy and competitive advantages is mediated by both the performance of the firm and the innovation that occurs inside the organization. The significance of performance and innovation in enhancing the competitive advantage is shown by these outcomes, which give proof of their value. To increase their competitive advantages, it is recommended that small and medium-sized enterprises (SMEs) improve their performance and their capacity for innovation.

(Sanders, 2023) studied Effective Business Survival Strategies Among Women-Owned Walden University” The interruption of company operations, damage or impairment to infrastructure, lost revenue, and poor client trust are some of the key issues that women business owners (WBOs) confront when they are affected by natural disasters. There is a worry among WBOs over the continuation of business operations as well as the social and economic effect that natural catastrophes have on their communities. The goal of this qualitative multiple case research was to investigate the methods that Western Business Organizations (WBOs) of small and medium firms (SMEs) use in order to survive a natural catastrophe.

The study was grounded on the resource-based perspective and marketing entrepreneurship theories. The participants consisted of four female small and medium-sized enterprise (SME) owners from northeast Florida who had established procedures to ensure the continuation of their businesses both during and after a natural catastrophe. The data was acquired via the use of semi structured interviews as well as a check of the websites of the companies. The results of the thematic analysis revealed the following four themes: (a) technology; (b) resources provided by the government; (c)

decision-making abilities; and (d) information provided by the community. The most important advice are for WBOs to improve their technology abilities, determine the availability of resources at the local, state, and national levels, and boost their visibility on social media and in networking before a natural catastrophe occurs. One of the possible consequences for good social change is the possibility of fostering the expansion of businesses within the areas in which they are located.

2.4 Summary

a thorough analysis of the research that has been conducted on the topic of leadership behavior and strategic abilities that are pertinent to business continuity (BC) and disaster management (DM) in small and medium-sized businesses (SMEs). This chapter provides a summary of the results from a number of studies that investigate the specific issues that small and medium-sized enterprises (SMEs) confront in relation to BC and DM, specifically their limited resources and the need for personalized solutions. Specifically addressing the gaps that are left by BC strategies that are normally established for bigger companies, the first research places an emphasis on the creation of a cost-effective BC management method that is tailored to small and medium-sized enterprises (SMEs). In order to emphasize how leadership style might affect job insecurity and team dynamics within small and medium-sized enterprises (SMEs), it is important to explore the effect that differential leadership has on workers' practice of knowledge concealing. studies organizational resilience, demonstrating how locational characteristics within business parks may boost perceived resilience, and proposes a crisis strategic planning model to steer small and medium-sized enterprises (SMEs) overcome conflicts in planning and flexibility during times of crisis. focuses on the steps taken by the International Labor Organization (ILO) to prepare small and medium-sized enterprises (SMEs) for pandemics, highlighting the need of implementing complete BC management practices. Provides an illustration of the incorporation of catastrophe risk management into business education while also evaluating the efficiency of BC management systems in controlling risks. This article lists critical crisis management tactics that small firms need to employ in order to endure disruptions in their operations.

This chapter also investigates the significance of resilience in small and medium-sized enterprises (SMEs), as expressed by a number of writers, including those who provide a

comprehensive evaluation of the resilience of businesses in emerging nations. Other research, similar to the one that was mentioned, emphasizes the significance of management control and integrated information systems in the process of promoting resilience. In general, the literature that was examined in this chapter places an emphasis on the crucial relationship that exists between leadership, strategic planning, and the development of resilience in small and medium-sized enterprises (SMEs), especially in the context of crisis management and the maintenance of business continuity. Collectively, the results highlight the need of small and medium-sized enterprises (SMEs) cultivating strong leadership behaviors and strategic abilities in order to effectively traverse the intricacies of business and digital marketing (BC and DM).

**Extending Leadership behavior & Strategic skills for managers to handle Business
Continuity and Disaster Management in Small and Medium Sized Enterprises
(SMEs)**

Chapter 3

METHODOLOGY

This research adopts a multidimensional approach in order to investigate and build upon the leadership behavior and strategic skills that are necessary for the management of Business Continuity (BC) and Disaster Management (DM) in Small and Medium-sized Enterprises (SMEs). Specifically, the study aims to investigate and expand upon these abilities. To begin, a comprehensive literature review will be conducted in order to carry out a synthesis of the existing research on effective leadership behaviors, strategic capabilities, and their application in business cooperation and direct marketing within small and medium-sized firms (SMEs). This will be done in order to ensure that the study is as comprehensive as possible. We will perform an analysis of case studies of small and medium-sized businesses (SMEs) that have successfully weathered crises in order to extract relevant lessons and uncover features that contribute to their resilience. Our goal is to discover qualities that contribute to businesses' resilience.

Furthermore, surveys and interviews will be carried out with managers of small and medium-sized firms (SMEs) in order to collect first-hand experiences of the practices that are now in place, the challenges that are experienced, and the perceived effectiveness of BC and DM efforts. This will be done in order to gather information. A further validation and enrichment of the findings will be offered by professional discussions with experts who specialize in business advising, management of small and medium enterprises, and the expansion of businesses. By performing a comparative analysis across a wide range of small and medium-sized company (SME) sectors and geographic regions, the objective of this research is to identify both similarities and differences in the methods that are taken to BC and DM. In order to give a thorough understanding of how small and medium-sized businesses (SMEs) may increase their resilience by strengthening their leadership behaviors and strategic skills in the management of unanticipated disruptions, the objective of this approach is to convey this information.

Quantitative measures, including as questionnaires that are sent to managers and workers of small and medium-sized firms (SMEs), will be used in order to assess the current levels of preparation, perceptions of the effectiveness of leadership, and the execution of BC and DM projects. This evaluation will be carried out in order to improve the effectiveness of the leadership. As a component of the qualitative research methodology, in-depth interviews with key stakeholders and subject matter experts will be carried out. In the course of these interviews, nuanced perspectives on the challenges that small and medium-sized businesses (SMEs) face, as well as the contextual factors that have an impact on BC and DM practices, will be provided. The findings will be confirmed further via the use of expert consultations and focus group discussions, which will also provide recommendations for enhancing the leadership behaviors and strategic capabilities of small and medium-sized businesses (SMEs).

The comparative research that will be carried out across a wide range of industries and geographical areas will help to the development of a more nuanced understanding of effective BC and DM management that is tailored to the needs of small and medium-sized businesses (SMEs). “The identification of sector-specific problems and adaption strategies will be made possible as a result of this. In order to provide small and medium-sized businesses (SMEs) with the ability to increase their resilience, ensure the continuation of their operations, and decrease the risks associated with unexpected disruptions, this methodological approach is designed to give insights and ideas that can be put into action.

3.1 Overview of the Research Problem

Due to their limited resources and the complexity of their operations, small and medium-sized businesses (SMEs) confront a unique set of issues when it comes to managing business continuity (BC) and disaster management (DM). These businesses are especially susceptible to a wide variety of interruptions, such as natural catastrophes, changes in the economy, and technical failures, all of which have the potential to endanger their capability to continue operating and their capacity to expand. Many small and medium-sized enterprises (SMEs) have difficulty prioritizing and integrating business continuity and disaster management strategies into their organizational structures, despite the fact that good leadership and strategic skills are of

crucial significance in navigating these problems. Inadequate financial resources for comprehensive preparation operations, a lack of specialized experience in risk assessment and crisis management among leadership, and an inadequate awareness of the possible repercussions of disruptions are some of the key hurdles that need to be overcome. Furthermore, small and medium-sized enterprises (SMEs) often struggle to strike a balance between their immediate operating demands and their long-term attempts to improve resilience, which may result in vulnerabilities that put their continuity at risk. The purpose of this study is to investigate the ways in which proactive leadership behaviors and strategic competences might strengthen the resilience of small and medium-sized enterprises (SMEs), therefore enabling these organizations to successfully manage risks and maintain operational continuity in the face of sudden obstacles.

3.2 Operationalization of Theoretical Constructs

For the purpose of this study, the operationalization of theoretical constructs is centered on identifying and assessing the main components that are needed for improving Business Continuity (BC) and Disaster Management (DM) inside small and medium-sized businesses (SMEs). The leadership behaviors and strategic talents that are the major focus of this investigation are the two key constructs. When it comes to small and medium-sized enterprise (SME) management, leadership behaviors will be operationalized via particular traits such as foresight, resilience, and proactive decision-making. These attributes will be evaluated using qualitative methods such as interviews and surveys to determine the extent to which they are prevalent and the influence they have. The evaluation of strategic skills will include risk assessment, crisis management, and contingency planning.

These abilities will be assessed using quantitative metrics, such as the frequency of training and readiness exercises, as well as qualitative evaluations of the efficacy of leadership in crisis circumstances.” The purpose of this research is to give a thorough knowledge of how these aspects contribute to the overall resilience and operational sustainability of small and medium-sized enterprises (SMEs) in the face of disruptions. This will be accomplished by explicitly defining these constructs and the indicators that correlate within them. This operational framework will make it easier to identify places

where BC and DM strategies may be improved as well as locations where best practices are already being implemented.

3.3 Research Purpose and Questions

Within the context of small and medium-sized businesses (SMEs), the major objective of this study is to investigate the vital role that leadership behaviors and strategic skills play in improving Business Continuity (BC) and Disaster Management (DM). “The purpose of this research is to determine the ways in which good leadership may have an impact on the resilience of small and medium-sized enterprises (SMEs) during times of crisis, as well as the strategic abilities that are required for successfully navigating disruptions. A number of important concerns will be addressed by the study in order to accomplish this goal: What kind of an impact can successful leadership behaviors have on the capacity of small and medium-sized enterprises (SMEs) to deal with difficulties related to business and management? What strategic skills are necessary for managers of small and medium-sized enterprises (SMEs) to obtain in order to strengthen the resilience of their organizations against disruptions? What are some successful ways for small and medium-sized enterprises (SMEs) to incorporate BC concepts into their company culture? Concerning the preparation for and response to catastrophes, what are the key problems that small and medium-sized enterprises (SMEs) face”? This study aims to give practical insights and best practices that small and medium-sized enterprises (SMEs) may implement to increase their operational continuity and resilience in an increasingly uncertain business environment. This will be accomplished by examining the issues listed above.

- How do effective leadership behaviors influence the ability of SMEs to manage Business Continuity (BC) and Disaster Management (DM) challenges?
- What strategic skills are essential for SME managers to develop in order to enhance organizational resilience against disruptions?
- How can SMEs effectively integrate Business Continuity (BC) principles into their organizational culture?
- What are the primary challenges that SMEs face in preparing for and responding to disasters?

- What are some case studies or examples of best practices in SME resilience, and how can these be applied to enhance BC and DM strategies?

3.4 Research Design

This research will make use of a mixed-methods research design, which will incorporate both quantitative and qualitative approaches. The purpose of this study is to provide a comprehensive understanding of the role that leadership behaviors and strategic skills play in improving Business Continuity (BC) and Disaster Management (DM) in small and medium-sized enterprises (SMEs). As part of the quantitative component, questionnaires will be sent out to managers and workers of small and medium-sized enterprises (SMEs) in order to gather information about the leadership practices that are currently in place, the perceived success of BC and DM efforts, and the degrees of organizational preparation. An investigation of the relationships and patterns that exist between leadership behaviors, strategic skills, and resilience outcomes will be carried out via the use of statistical analysis. At the same time, the qualitative component will consist of conducting in-depth interviews and focus group discussions with professionals in the fields of BC and DM, as well as leaders of SMEs and stakeholders. The examination of complex viewpoints, issues, and best practices in handling disruptions will be made easier as a result of this. In order to provide a comprehensive study that takes into account the intricacies of leadership and strategic management in small and medium-sized enterprises (SMEs), the combination of these approaches is intended to triangulate the results. The design of the study will, in the end, make it possible to formulate suggestions that can be put into action and are adapted to the particular requirements and circumstances of small and medium-sized enterprises (SMEs) in order to navigate the problems posed by BC and DM.

3.5 Population and Sample

For the purpose of this study, the population will be comprised of small and medium-sized businesses (SMEs) that are active in a variety of industries, such as retail, services, and manufacturing, and that are located within a certain geographical area. The sample will be chosen in a deliberate manner to ensure that it is representative of a wide range of industries, sizes, and operational scales. This is made possible by the

substantial variety that exists within operational settings. In order to identify small and medium-sized enterprises (SMEs) that have been affected by disruptions in the past, as well as those that have implemented Business Continuity (BC) and Disaster Management (DM) procedures, a method known as purposive sampling will be used. It is anticipated that the sample size will consist of roughly 500 managers and decision-makers from small and medium-sized enterprises (SMEs), which will allow for the gathering of a wide range of rich and diversified insights into leadership behaviors and strategic abilities in the context of BC and DM. In addition, participants will be recruited via industry groups, local business networks, and internet platforms in order to guarantee a wide reach and ensure that everyone is included. In addition to generating significant data that can be used to support the study goals, this technique will make it easier to get a full picture of how various small and medium-sized enterprises (SMEs) handle problems associated to BC and DM.

3.6 Participant Selection

Small and medium-sized businesses (SMEs) who exhibit a desire to participate in talks about their Business Continuity (BC) and Disaster Management (DM) practices will be the focus of the participant selection process for this research, which will be conducted using a purposive sampling technique. Identifying small and medium-sized enterprise (SME) managers and decision-makers who have direct expertise with crisis management and organizational resilience will be the primary emphasis of the candidate selection criteria. For the purpose of ensuring that the sample is representative, participants will be selected from a variety of sectors, such as retail, services, and manufacturing, to reflect the varied operating landscapes of small and medium-sized enterprises (SMEs). Additionally, outreach will be conducted via online platforms and social media in addition to recruitment efforts that will be carried out through business networking events, local chambers of commerce, and industry groups. A short questionnaire will be used to screen each possible participant in order to determine whether or not they are relevant to the research. Other factors that will be considered include the participant's job within the company, their prior experience with BC and DM, as well as the size and nature of their business. The study results will eventually be enriched as a result of this focused strategy, which will also contribute to a better knowledge of successful leadership and strategic abilities in managing disruptions. This

will be accomplished by facilitating the collecting of important ideas and best practices from a range of viewpoints.

3.7 Instrumentation

In order to collect comprehensive data on leadership behaviors, strategic skills, and the effectiveness of Business Continuity (BC) and Disaster Management (DM) practices in small and medium-sized enterprises (SMEs), the instrumentation for this study will consist of a combination of quantitative and qualitative tools made into a single instrument. A structured survey questionnaire will be the major quantitative instrument that will be designed to examine multiple components. “These constructs include leadership styles, organizational preparation, and perceived obstacles in handling disruptions. When it comes to measuring important factors, this questionnaire will make use of established scales, which will ensure both its reliability and validity. The survey will be sent out electronically to managers and workers of small and medium-sized enterprises (SMEs), which will allow for more effective data collecting and analysis. In addition, qualitative data will be collected via the use of semi-structured interview guidelines that are intended to encourage in-depth conversations with a subset of the participants. Questions with open-ended responses will be included in these guides, with the intention of encouraging participants to discuss their experiences, ideas, and best practices in relation to BC and DM. A comprehensive framework for understanding the intricacies of leadership and strategic management in small and medium-sized enterprises (SMEs) will be provided by the combination of various instruments, which will allow triangulation of data, hence boosting the richness of the results with which they are presented.

3.8 Data Collection Procedures

In order to acquire the necessary information for this project, we will first conduct quantitative surveys, and then we will conduct qualitative interviews. An online platform will be used to deliver a structured survey questionnaire to a sample of small and medium-sized businesses (SMEs) during the first phase of the project. This will be done in order to enable widespread participation and make it easier for respondents to respond. An email invitation will be sent to the participants, which will include information on the objective of the research, an expected time frame for completion,

and guarantees that the information will be kept secret. In order to assess leadership behaviors, strategic abilities, and organizational readiness in relation to Business Continuity (BC) and Disaster Management (DM), the survey will consist of a combination of closed-ended questions and questions based on the Likert scale. After one week has passed after the first invitation, a follow-up reminder will be sent out in an effort to boost greater response rates. This will be followed by the second phase, which will consist of conducting semi-structured interviews with a select group of small and medium-sized enterprise (SME) managers and decision-makers who have expressed their readiness to participate. These interviews will be organized at a time that is convenient for the participants, either in person or using video conferencing technologies. This will allow for flexibility and comfort in the process of learning about the experiences of the participants. The purpose of the interview guides will be to investigate in-depth insights into leadership practices, the difficulties encountered during times of crisis, and the incorporation of BC and DM concepts into the culture of individuals and organizations.” In order to facilitate analysis, each and every interview will be recorded (with the participants' permission) and transcribed. This strategy of data collecting, which consists of two phases, will result in the creation of a complete dataset that enables triangulation of results, hence increasing the overall robustness of the study conclusions.

3.9 Data Analysis

A comprehensive examination of the findings related to leadership behaviors and strategic skills in enhancing Business Continuity (BC) and Disaster Management (DM) within small and medium-sized enterprises (SMEs) will be ensured by the utilization of both quantitative and qualitative methods for the purpose of conducting the data analysis for this study. The statistical analysis of the quantitative data obtained from the structured survey questionnaire will be carried out with the use of software such as SPSS or R. In order to provide a concise summary of the demographic features of the participants as well as the general trends obtained from their replies, descriptive statistics will be computed. In addition, inferential statistical tests, such as regression analysis or analysis of variance, will be used in order to evaluate the connections that exist between leadership behaviors, strategic abilities, and organizational preparation.

This will make it possible to identify important predictors of resilience in small and medium-sized enterprises (SMEs).

A thematic analysis will be performed on the transcribed interviews during the qualitative phase. This will be done in conjunction with a systematic coding procedure in order to uncover important themes and patterns that are associated with BC and DM practices. An initial coding of the data will be undertaken as part of this analysis, which will then be followed by the formulation of more general themes that will encapsulate the experiences and ideas that were shared by the participants. For the purpose of facilitating the organizing and retrieval of coded data, qualitative data analysis software such as NVivo or Atlas. It may be used as the appropriate tool. It is the purpose of this research to give a nuanced knowledge of how strong leadership and strategic competences may strengthen the resilience of small and medium-sized enterprises (SMEs) in the face of shocks. This will be accomplished by combining both quantitative and qualitative data.

3.10 Research Design Limitations

There are a number of limitations that should be addressed, despite the fact that the purpose of this research is to give significant insights into the impact that leadership behaviors and strategic abilities have in improving Business Continuity (BC) and Disaster Management (DM) within small and medium-sized organizations (SMEs). To begin, the dependence on self-reported data from surveys and interviews may introduce bias. This is because participants may have a predisposition to produce replies that are socially acceptable or may not properly remember all of their previous experiences. Additionally, the approach of purposive sampling, although useful for getting unique insights, may restrict the generalizability of the results to all small and medium-sized enterprises (SMEs) since it may not reflect the variety of experiences across various industries or geographic areas. Moreover, since the research will be conducted using a cross-sectional methodology, it will only be able to provide a snapshot of practices at a particular moment in time. This implies that it may fail to take into account the dynamic nature of leadership and organizational change over the course of time. “Last but not least, the complexity of the dimensions that are being investigated, such as resiliency, leadership, and strategic abilities, may make it difficult to completely capture the

interaction between these traits using quantitative measurements alone. These limitations highlight the need of exercising caution when interpreting the results and imply that more longitudinal studies have the potential to give deeper insights into the developing practices of small and medium-sized enterprises (SMEs) in controlling BC and DM.

3.11 Conclusion

In this research proposal, a thorough study is outlined with the intention of investigating the vital impact that leadership behaviors and strategic skills play in increasing Business Continuity (BC) and Disaster Management (DM) within small and medium-sized organizations (SMEs). The purpose of this study is to investigate the intricacies and subtleties of how great leadership may impact the resilience of an organization during times of crisis. This will be accomplished via the use of a blend of different research approaches. It is anticipated that the results would give small and medium-sized enterprises (SMEs) with practical insights and best practices that will assist them in strengthening their business continuity and digital marketing strategies, therefore assuring their operational sustainability in an increasingly uncertain business climate. The purpose of this study is to add to the current body of information and to influence future efforts that are focused on establishing resilient companies. While noting possible limitations, such as biases that are inherent in self-reported data and the limits of purposive sampling, this research attempts to contribute to the existing body of knowledge. In the end, the purpose of the research is to provide chief executive officers of small and medium-sized enterprises (SMEs) with the knowledge and resources they need to successfully handle disruptions”. This will allow them to cultivate a culture of readiness that not only protects their companies but also strengthens their competitive advantage in the market.

Chapter 4

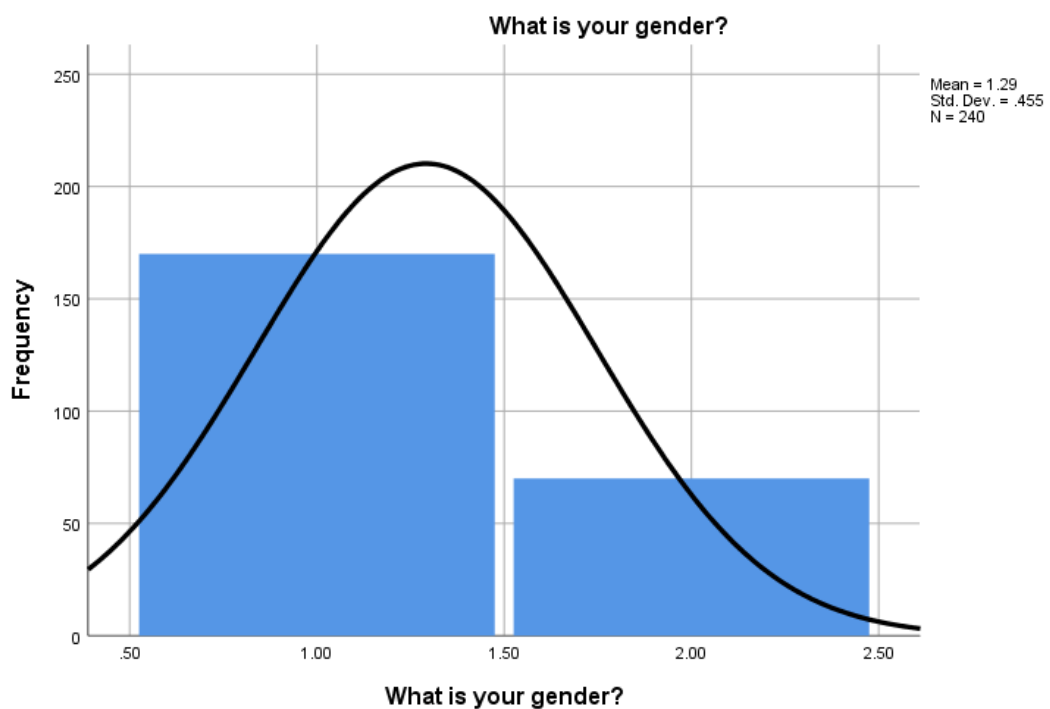
Data analysis

Examining, purifying, converting, and modelling data in order to find relevant information, make inferences, and aid in decision-making is known as data analysis. It uses a variety of approaches and strategies to investigate and evaluate data, including as machine learning, statistical analysis, and data visualization. Finding patterns and trends, forecasting, and producing insights that can guide choices and motivate action are the primary objectives of data analysis. It entails testing hypotheses, identifying linkages and dependencies, and employing data to address certain questions. Critical thinking, domain knowledge, and technological proficiency are all necessary for effective data analysis. It entails handling huge and intricate datasets, selecting the appropriate instruments and methods for the task, and efficiently and concisely expressing results.

table -1

What is your gender?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	170	70.8	70.8	70.8
	Female	70	29.2	29.2	100.0
	Total	240	100.0	100.0	

graph-1



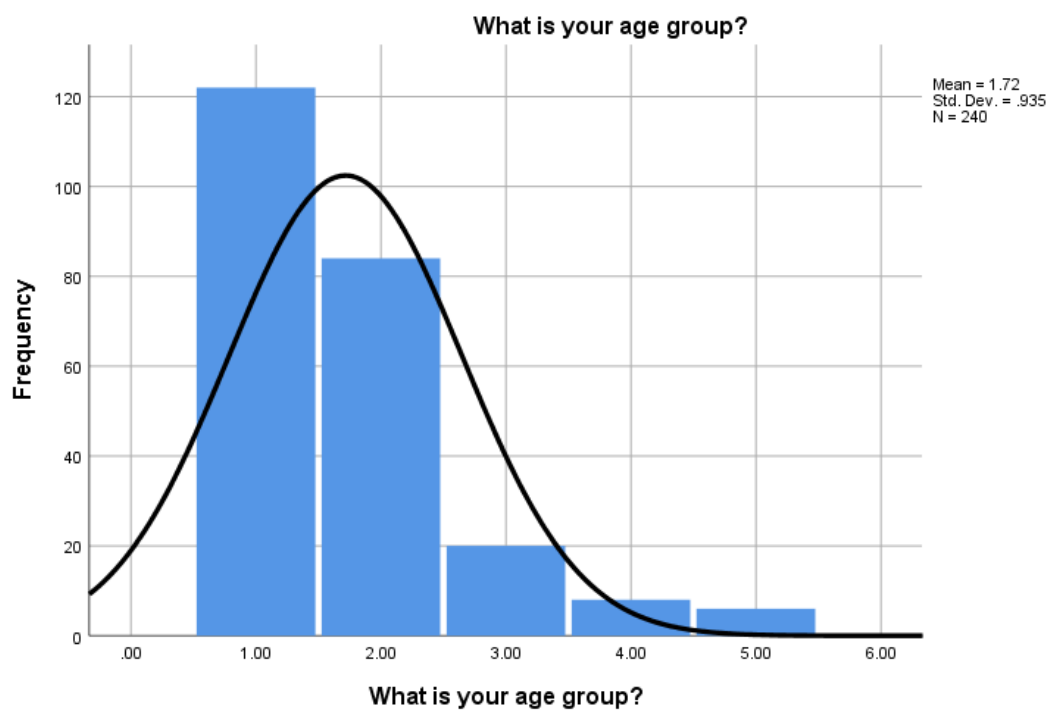
From the analysis we have found the details mentioned in the above graph and table and it states that the sample data is concerned about 240 respondents. “It was asked about What is your gender? and 170(70.8%) respondents responded as Male, whereas 70(29.2%) respondents responded as Female

table -2

What is your age group?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18–24 years	122	50.8	50.8	50.8
	25–34 years	84	35.0	35.0	85.8
	35–44 years	20	8.3	8.3	94.2
	45–54 years	8	3.3	3.3	97.5
	55 years and above	6	2.5	2.5	100.0
	Total	240	100.0	100.0	

graph-2

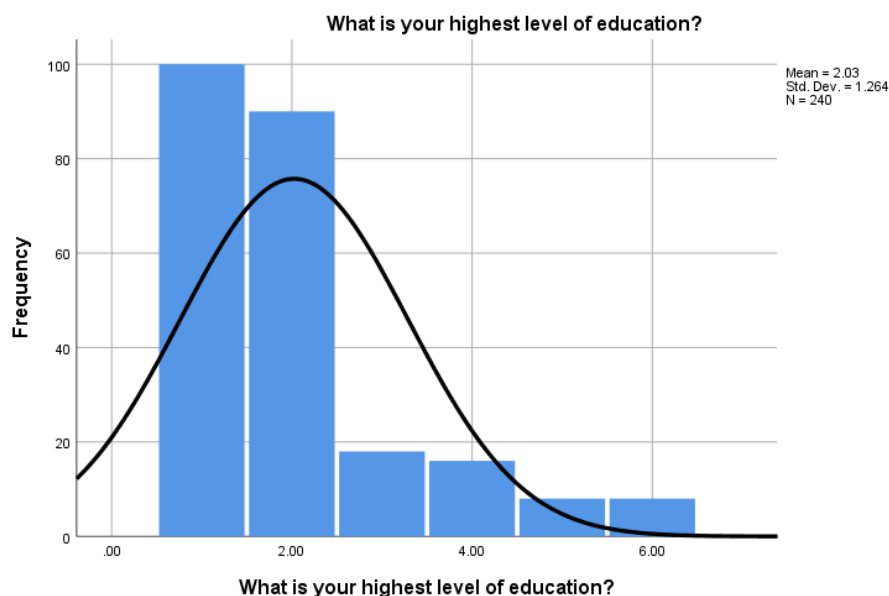


The survey data reveals that the majority of respondents (50.8%) belong to the 18–24 years age group, followed by 35% in the 25–34 years range. Smaller proportions are observed in older age groups, with 8.3% aged 35–44 years, 3.3% aged 45–54 years, and only 2.5% aged 55 years and above. Overall, the respondents skew heavily towards younger demographics, with a cumulative 85.8% under the age of 35.

table -3

What is your highest level of education?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school diploma or equivalent	100	41.7	41.7	41.7
	Associate degree	90	37.5	37.5	79.2
	Bachelor's degree	18	7.5	7.5	86.7
	Master's degree	16	6.7	6.7	93.3
	Doctorate	8	3.3	3.3	96.7
	Other: _____	8	3.3	3.3	100.0
	Total	240	100.0	100.0	

graph-3



The data indicates that the majority of respondents have a high school diploma or equivalent (41.7%) or an associate degree (37.5%), making up nearly 80% of the sample. Smaller groups hold a bachelor's degree (7.5%), a master's degree (6.7%), or a doctorate (3.3%), with another 3.3% selecting Other. This distribution suggests that most participants have completed secondary or vocational education, with fewer attaining advanced academic degrees.

table -4

How many years of experience do you have in a managerial role?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	60	25.0	25.0	25.0
	1–3 years	120	50.0	50.0	75.0
	4–6 years	36	15.0	15.0	90.0
	7–10 years	16	6.7	6.7	96.7
	More than 10 years	8	3.3	3.3	100.0
	Total	240	100.0	100.0	

graph-4



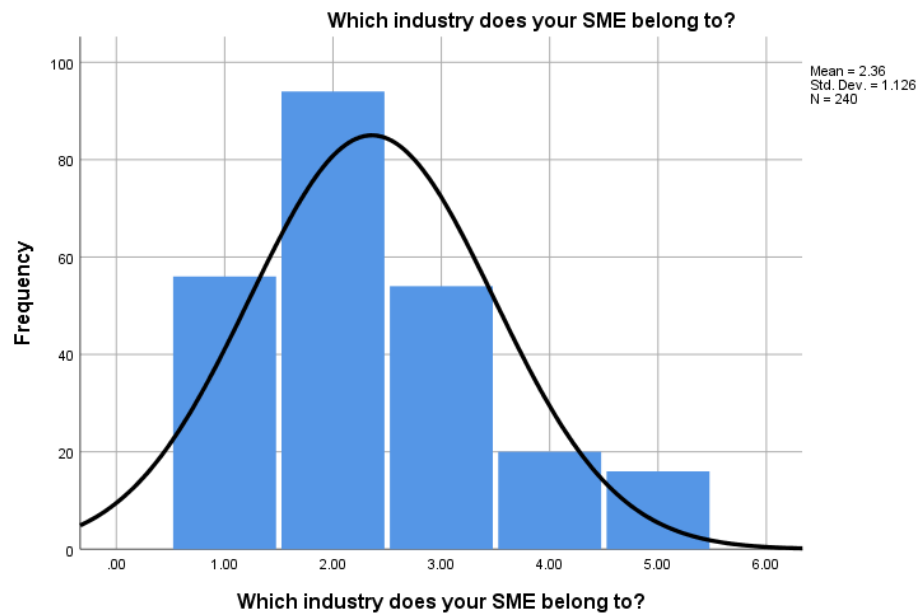
The data shows that half of the respondents (50%) have 1–3 years of managerial experience, while 25% have less than 1 year. Those with 4–6 years of experience account for 15%, and smaller groups have 7–10 years (6.7%) or more than 10 years (3.3%). This indicates that the majority of participants are relatively new to managerial roles, with 75% having 3 or fewer years of experience.

table -5

Which industry does your SME belong to?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manufacturing	56	23.3	23.3	23.3
	Retail	94	39.2	39.2	62.5
	Technology	54	22.5	22.5	85.0
	Hospitality	20	8.3	8.3	93.3
	Other:	16	6.7	6.7	100.0

Total		240	100.0	100.0	

graph-5



The data reveals that the largest proportion of SMEs represented in the survey belong to the retail industry (39.2%), followed by manufacturing (23.3%) and technology (22.5%). A smaller percentage operates in hospitality (8.3%), while 6.7% are categorized under Other. This indicates that retail, manufacturing, and technology sectors dominate the sample, accounting for over 85% of the total responses.

table -6

What is the size of your organization?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Micro enterprise (1–9 employees)	136	56.7	56.7	56.7
	Small enterprise (10–49 employees)	80	33.3	33.3	90.0
	Medium enterprise (50–249 employees)	24	10.0	10.0	100.0
	Total	240	100.0	100.0	

graph-6



The data shows that the majority of organizations surveyed are micro enterprises with 1–9 employees (56.7%), followed by small enterprises with 10–49 employees (33.3%). Medium enterprises with 50–249 employees make up only 10% of the sample. This indicates that the majority of respondents represent smaller organizations, with nearly 90% being micro or small enterprises.

table -7

What is your role within the organization?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior management	140	58.3	58.3	58.3
	Middle management	68	28.3	28.3	86.7
	Junior Management	16	6.7	6.7	93.3
	Other: _____	16	6.7	6.7	100.0
	Total	240	100.0	100.0	

graph-7

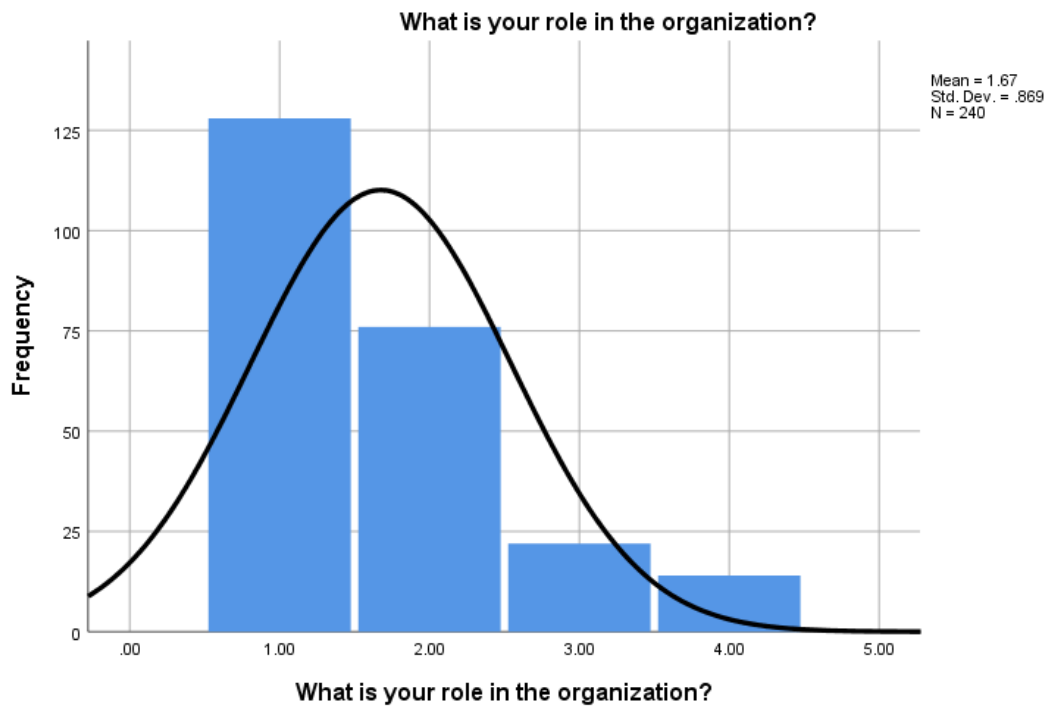


The data indicates that a significant majority of respondents (58.3%) hold senior management roles, followed by 28.3% in middle management. Smaller proportions are in junior management (6.7%) or categorized as Other (6.7%). This highlights that most participants occupy leadership positions within their organizations, with nearly 87% in senior or middle management.

table -8

What is your role in the organization?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Owner	128	53.3	53.3	53.3
	Manager	76	31.7	31.7	85.0
	Team Lead	22	9.2	9.2	94.2
	Other: _____	14	5.8	5.8	100.0
	Total	240	100.0	100.0	

graph-8



The data reveals that over half of the respondents (53.3%) are owners of their organizations, followed by 31.7% who are managers. A smaller proportion (9.2%) serve as team leads, while 5.8% fall under the Other category. This indicates that a majority of participants are in leadership roles, with ownership being the most common role.

table -9

How many years of experience do you have in management?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	164	68.3	68.3	68.3
	1–5 years	42	17.5	17.5	85.8
	6–10 years	22	9.2	9.2	95.0
	More than 10 years	12	5.0	5.0	100.0
	Total	240	100.0	100.0	

graph-9



The data shows that the majority of respondents (68.3%) have less than 1 year of management experience, while 17.5% have 1–5 years. Smaller groups report 6–10 years (9.2%) and more than 10 years (5.0%) of experience. This indicates that most participants are relatively new to management, with over two-thirds having less than a year of experience in this role.

table -10

Does your organization have a documented Business Continuity Plan (BCP)?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	152	63.3	63.3	63.3
	No	60	25.0	25.0	88.3
	Not Sure	28	11.7	11.7	100.0
	Total	240	100.0	100.0	

graph-10

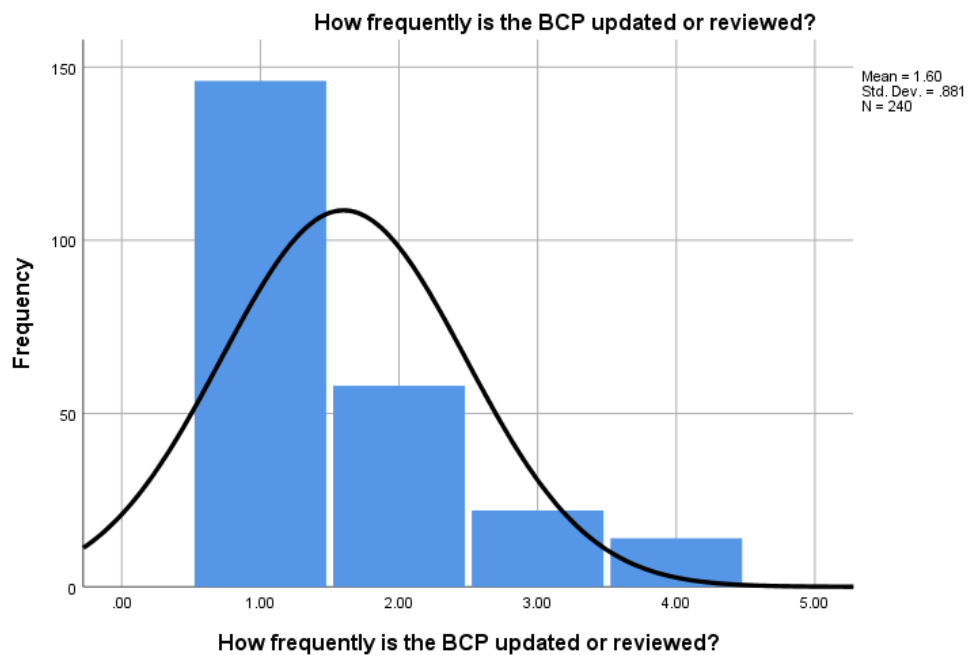


The data indicates that 63.3% of organizations have a documented Business Continuity Plan (BCP), while 25% do not. Additionally, 11.7% of respondents are unsure if their organization has a BCP. This suggests that while the majority have formal continuity plans in place, a significant minority either lack a BCP or are uncertain about its existence.

table -11

How frequently is the BCP updated or reviewed?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Annually	146	60.8	60.8	60.8
	Semi-annually	58	24.2	24.2	85.0
	Only after a disaster	22	9.2	9.2	94.2
	Never	14	5.8	5.8	100.0
	Total	240	100.0	100.0	

graph-11



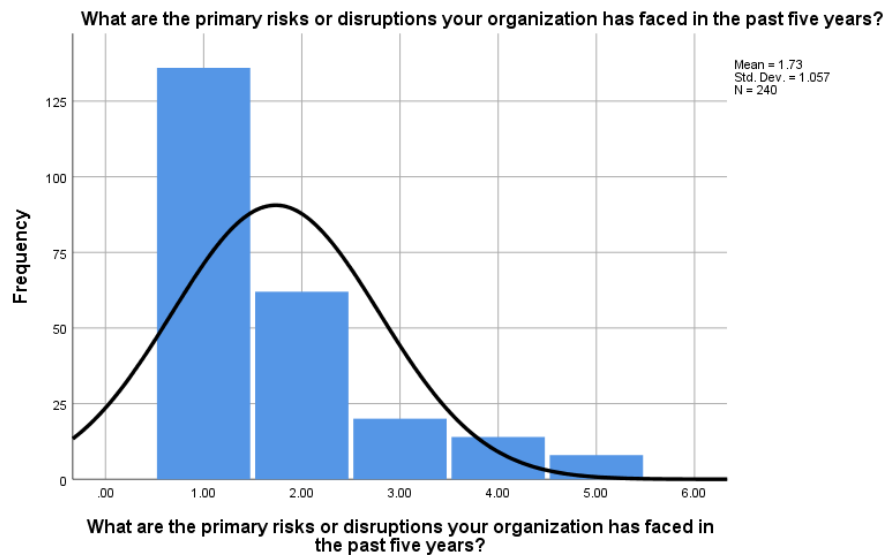
The data shows that 60.8% of organizations review or update their Business Continuity Plan (BCP) annually, while 24.2% do so semi-annually. A smaller percentage (9.2%) review it only after a disaster, and 5.8% never update or review their BCP”. This highlights that most organizations maintain regular review practices, though a small portion lack proactive updates.

table -12

What are the primary risks or disruptions your organization has faced in the past five years?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cybersecurity threats	136	56.7	56.7	56.7
	Natural disasters	62	25.8	25.8	82.5
	Supply chain issues	20	8.3	8.3	90.8
	Economic downturns	14	5.8	5.8	96.7
	Other: _____	8	3.3	3.3	100.0

	Total	240	100.0	100.0	
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graph-12



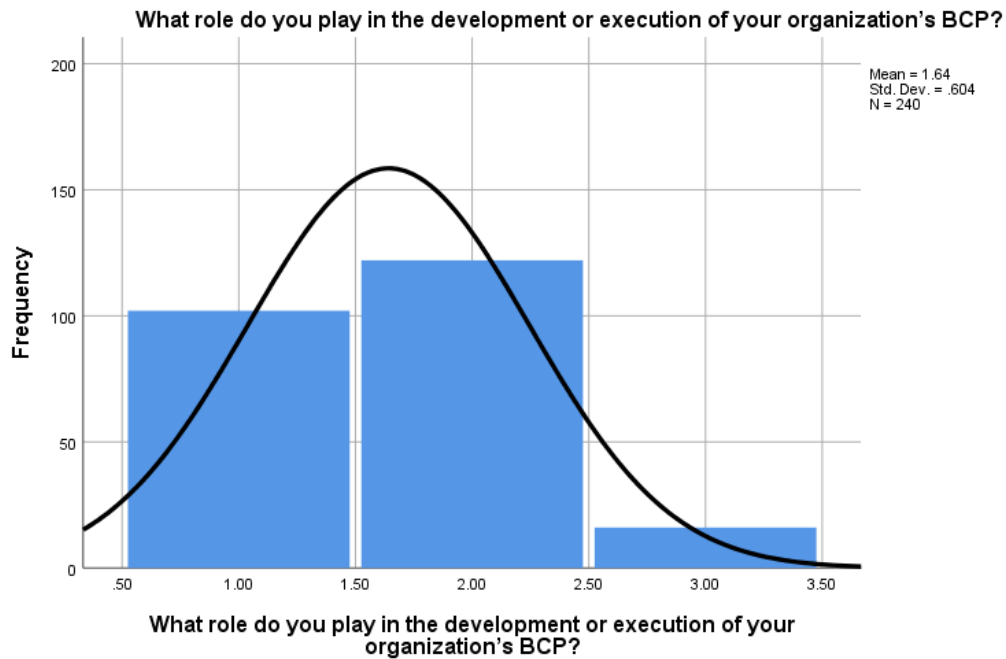
The data indicates that cybersecurity threats are the most common risk faced by organizations in the past five years, reported by 56.7% of respondents. Natural disasters are the second most reported disruption (25.8%), followed by supply chain issues (8.3%) and economic downturns (5.8%). A smaller portion (3.3%) identified other risks. This suggests that digital security challenges are a predominant concern for organizations, with physical and economic disruptions being less frequently encountered.

table -13

What role do you play in the development or execution of your organization's BCP?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lead role	102	42.5	42.5	42.5
	Supporting role	122	50.8	50.8	93.3
	No role	16	6.7	6.7	100.0

	Total	240	100.0	100.0	
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graph-13

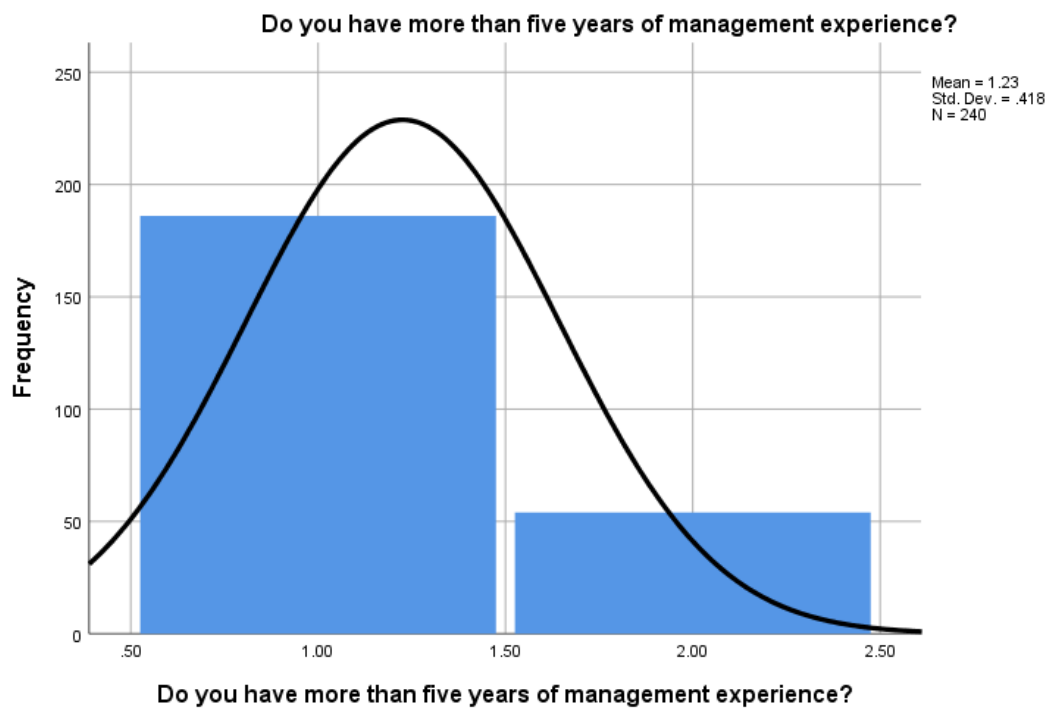


The data shows that most respondents are actively involved in their organization's Business Continuity Plan (BCP), with 42.5% taking a lead role and 50.8% playing a supporting role. Only 6.7% report having no role in the development or execution of the BCP. This indicates that a majority of participants are engaged in ensuring their organization's continuity planning.

table -14

Do you have more than five years of management experience?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	186	77.5	77.5	77.5
	No	54	22.5	22.5	100.0
	Total	240	100.0	100.0	

graph-14



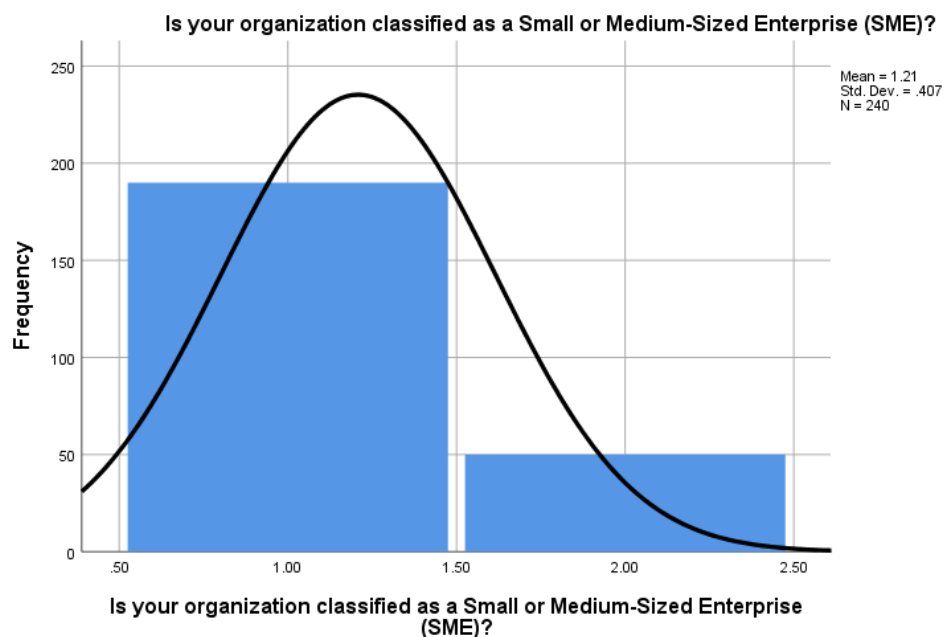
The data indicates that 77.5% of respondents have more than five years of management experience, while 22.5% have less than five years. “This demonstrates that the majority of participants are seasoned managers with significant experience in their roles.

table -15

Is your organization classified as a Small or Medium-Sized Enterprise (SME)?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	190	79.2	79.2	79.2
	No	50	20.8	20.8	100.0

	Total	240	100.0	100.0	
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graph-15

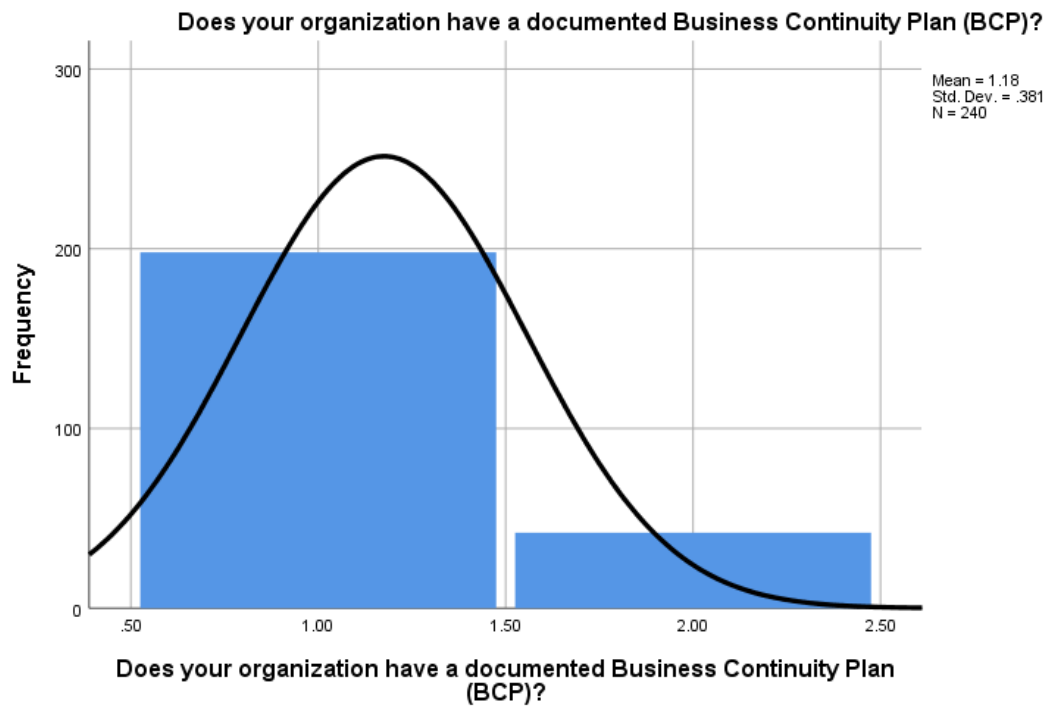


The data shows that 79.2% of respondents' organizations are classified as Small or Medium-Sized Enterprises (SMEs), while 20.8% are not. This indicates that the majority of the organizations represented in the survey fall under the SME category.

table -16

Does your organization have a documented Business Continuity Plan (BCP)?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	198	82.5	82.5	82.5
	No	42	17.5	17.5	100.0
	Total	240	100.0	100.0	

graph-16



The data reveals that 82.5% of organizations have a documented Business Continuity Plan (BCP), while 17.5% do not. This indicates that a significant majority of organizations have formal plans in place to ensure operational continuity during disruptions.

table -17

Has your BCP been updated in the past year?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	196	81.7	81.7	81.7
	No	44	18.3	18.3	100.0

	Total	240	100.0	100.0	
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graph-17



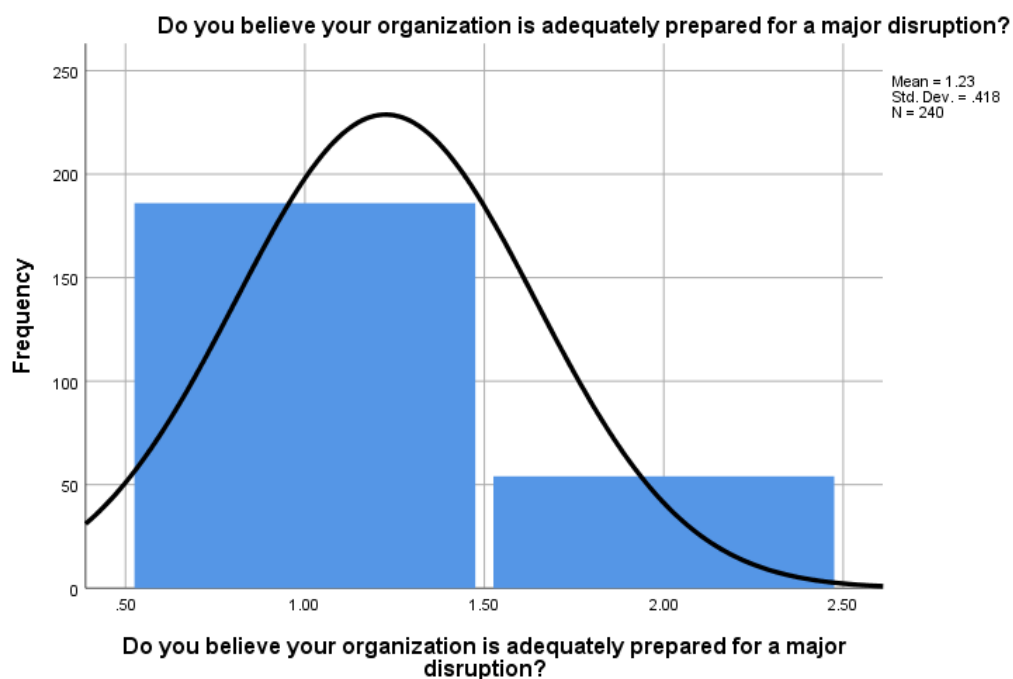
The data shows that 81.7% of organizations have updated their Business Continuity Plan (BCP) within the past year, while 18.3% have not. This indicates that the majority of organizations actively maintain and review their BCP to ensure it remains current and effective.

table -18

Do you believe your organization is adequately prepared for a major disruption?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	186	77.5	77.5	77.5
	No	54	22.5	22.5	100.0

	Total	240	100.0	100.0	
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graph-18



The data indicates that 77.5% of respondents believe their organization is adequately prepared for a major disruption, while 22.5% feel it is not. This suggests that while the majority of organizations are confident in their preparedness, a notable minority still perceive gaps in their readiness for significant challenges.

table -19

Has your organization faced a business disruption in the past five years?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	196	81.7	81.7	81.7

	No	44	18.3	18.3	100.0
	Total	240	100.0	100.0	

graph-19



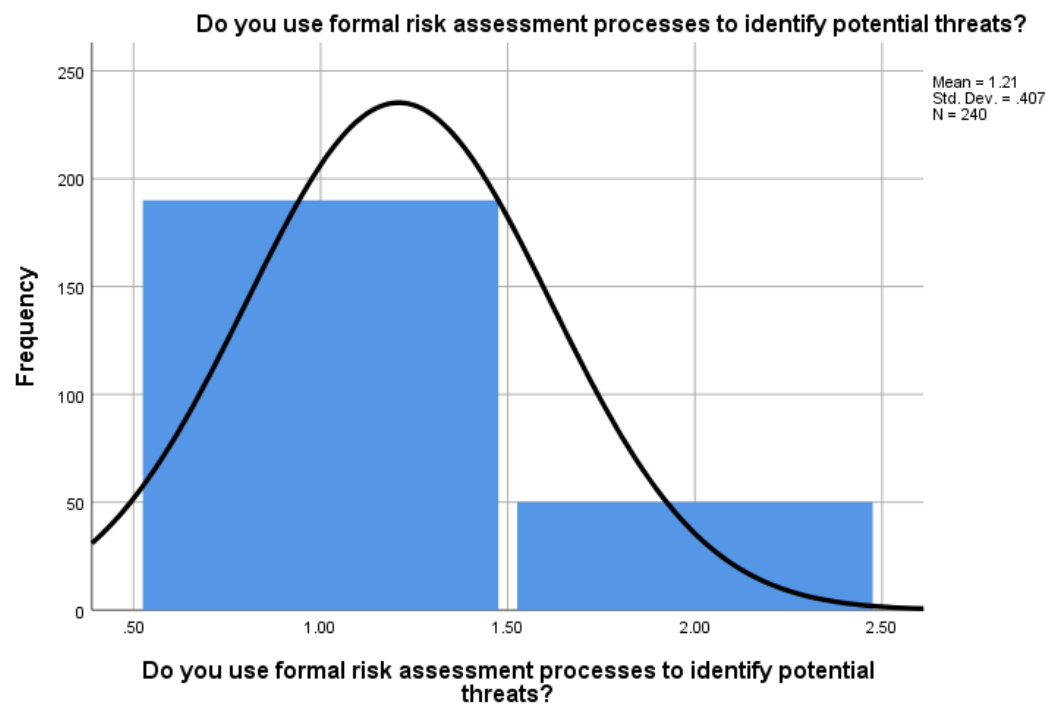
The data shows that 81.7% of organizations have faced a business disruption in the past five years, while 18.3% have not. This indicates that the vast majority of organizations have experienced operational challenges during this period, highlighting the importance of preparedness and resilience strategies.

table -20

Do you use formal risk assessment processes to identify potential threats?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	190	79.2	79.2	79.2

	No	50	20.8	20.8	100.0
	Total	240	100.0	100.0	

graph-20



The data reveals that 79.2% of organizations use formal risk assessment processes to identify potential threats, while 20.8% do not. This indicates that the majority of organizations take a structured approach to identifying risks, though a significant minority may lack formal processes for threat assessment.

table -21

Do you believe your organization provides sufficient training for disaster preparedness?				
	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	yes	186	77.5	77.5	77.5
	No	54	22.5	22.5	100.0
	Total	240	100.0	100.0	

graph-21



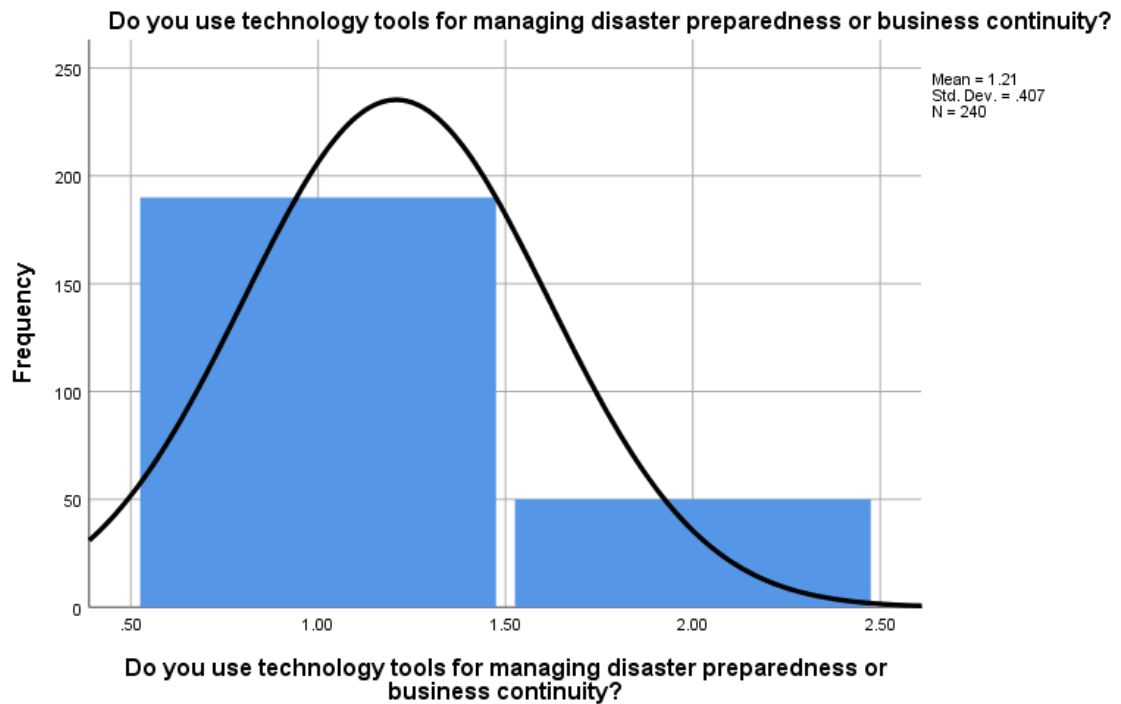
The data indicates that 77.5% of respondents believe their organization provides sufficient training for disaster preparedness, while 22.5% do not share this view”. This suggests that while most organizations are proactive in equipping their employees for potential disasters, there is room for improvement in training efforts for a notable minority.

table -22

Do you use technology tools for managing disaster preparedness or business continuity?				
	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	yes	190	79.2	79.2	79.2
	No	50	20.8	20.8	100.0
	Total	240	100.0	100.0	

graph-22



The data shows that 79.2% of organizations use technology tools for managing disaster preparedness or business continuity, while 20.8% do not. This indicates that the majority of organizations leverage technological solutions to enhance their preparedness and continuity efforts, though some organizations may rely on other methods or lack such tools entirely.

table -23

Do you think there are gaps in your team's skills for managing crises?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	196	81.7	81.7	81.7
	No	44	18.3	18.3	100.0
	Total	240	100.0	100.0	

graph-23



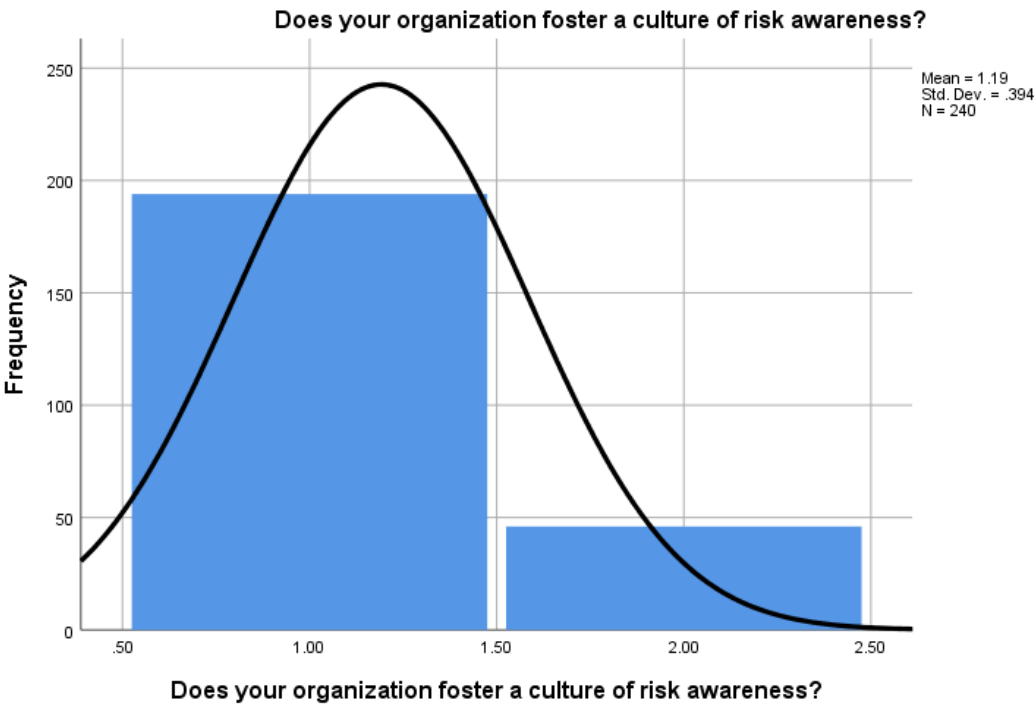
The data reveals that 81.7% of respondents believe there are gaps in their team's skills for managing crises, while 18.3% feel their team is adequately skilled. This suggests that a significant majority perceive a need for improved crisis management skills within their teams to better handle challenging situations.

table -24

<p style="text-align: center;">Does your organization foster a culture of risk awareness?</p>
--

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	194	80.8	80.8	80.8
	No	46	19.2	19.2	100.0
	Total	240	100.0	100.0	

graph-24

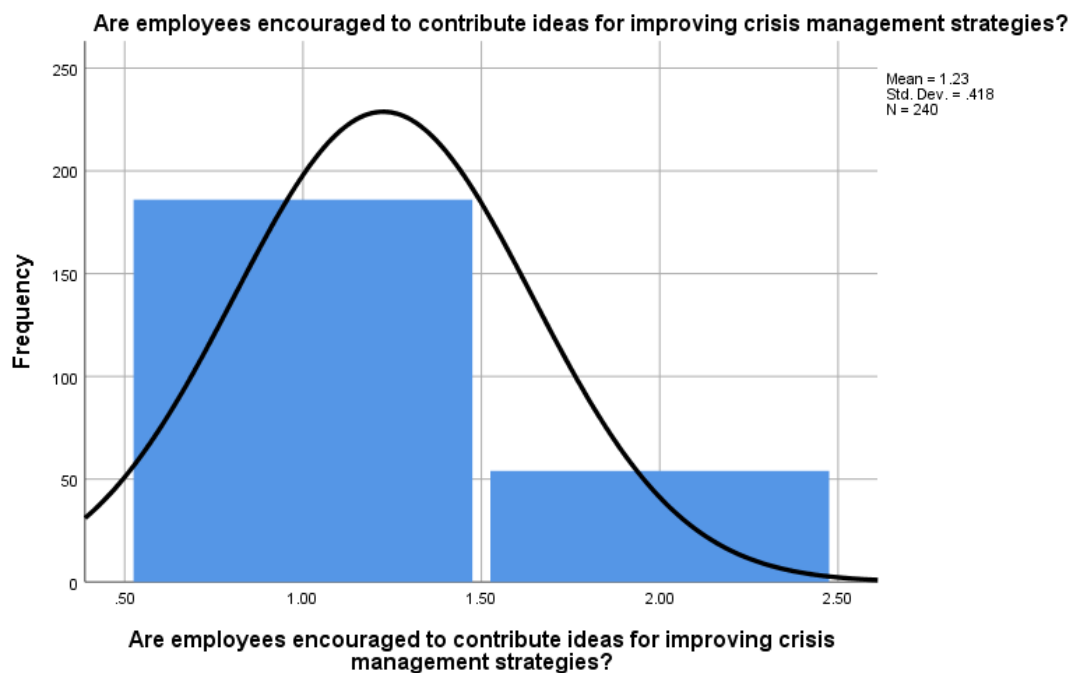


The data indicates that 80.8% of respondents believe their organization fosters a culture of risk awareness, while 19.2% do not. This suggests that most organizations prioritize promoting awareness of risks among their teams, though a smaller proportion may lack such a focus.

table -25

Are employees encouraged to contribute ideas for improving crisis management strategies?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	186	77.5	77.5	77.5
	No	54	22.5	22.5	100.0
	Total	240	100.0	100.0	

graph-25

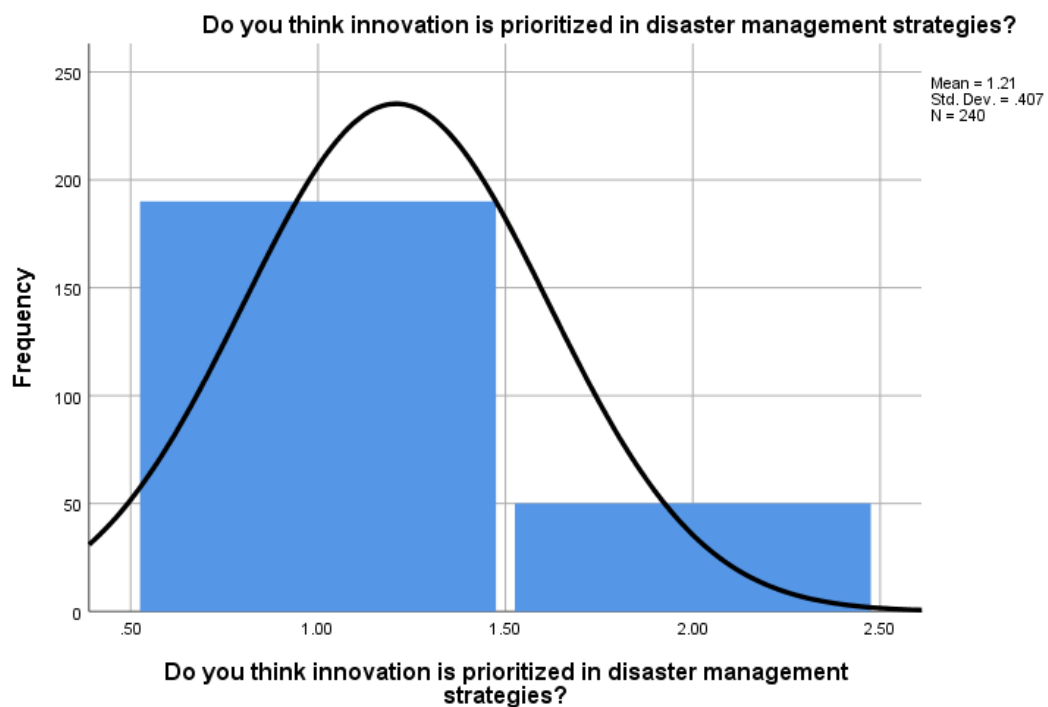


The data shows that 77.5% of respondents indicate their organization encourages employees to contribute ideas for improving crisis management strategies, while 22.5% report that this is not the case. This highlights that the majority of organizations value employee input in strengthening crisis management, though some may not actively involve their workforce in this process.

table -26

Do you think innovation is prioritized in disaster management strategies?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	190	79.2	79.2	79.2
	No	50	20.8	20.8	100.0
	Total	240	100.0	100.0	

graph-26



The data indicates that 79.2% of respondents believe innovation is prioritized in their organization's disaster management strategies, while 20.8% do not share this view. This suggests that the majority of organizations recognize the importance of innovative approaches to disaster management, though some may still rely on more traditional methods.

table -27

Has your organization implemented lessons learned from past disruptions?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	198	82.5	82.5	82.5
	No	42	17.5	17.5	100.0
	Total	240	100.0	100.0	

graph-27



The data reveals that 82.5% of organizations have implemented lessons learned from past disruptions, while 17.5% have not. This indicates that the majority of organizations take proactive steps to improve their resilience by applying insights gained from previous challenges, although some may not yet utilize this approach.

table -28

Do you believe your organization has sufficient resources to improve disaster readiness?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	192	80.0	80.0	80.0
	No	48	20.0	20.0	100.0
	Total	240	100.0	100.0	

graph-28



The data shows that 80.0% of respondents believe their organization has sufficient resources to improve disaster readiness, while 20.0% do not. This suggests that most organizations feel adequately equipped to enhance their preparedness, though a notable minority perceive resource constraints as a barrier.

table -29

Leaders effectively guide teams during crises.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	70	29.2	29.2	29.2
	Agree	76	31.7	31.7	60.8
	Neutral	42	17.5	17.5	78.3
	Disagree	40	16.7	16.7	95.0
	Strongly Disagree	12	5.0	5.0	100.0
	Total	240	100.0	100.0	

graph-29

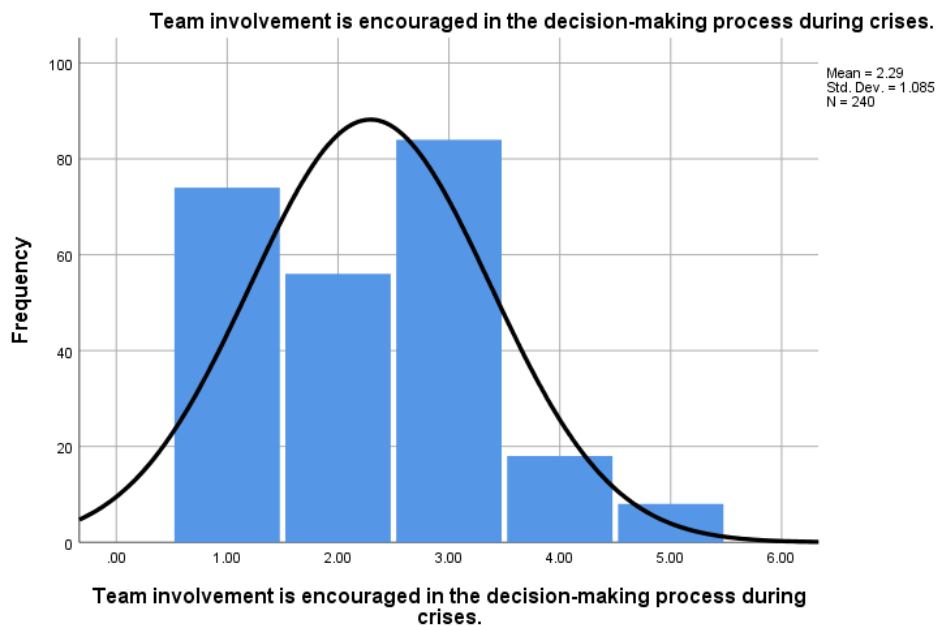


The data shows that 29.2% of respondents strongly agree and 31.7% agree that leaders effectively guide teams during crises, totaling 60.9% with a positive perception. Meanwhile, 17.5% are neutral, 16.7% disagree, and 5.0% strongly disagree. This suggests that while a majority view leadership as effective in crisis situations, a significant portion either remain neutral or express dissatisfaction with leadership effectiveness

table -30

Team involvement is encouraged in the decision-making process during crises.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	74	30.8	30.8	30.8
	Agree	56	23.3	23.3	54.2
	Neutral	84	35.0	35.0	89.2
	Disagree	18	7.5	7.5	96.7
	Strongly Disagree	8	3.3	3.3	100.0
	Total	240	100.0	100.0	

graph-30

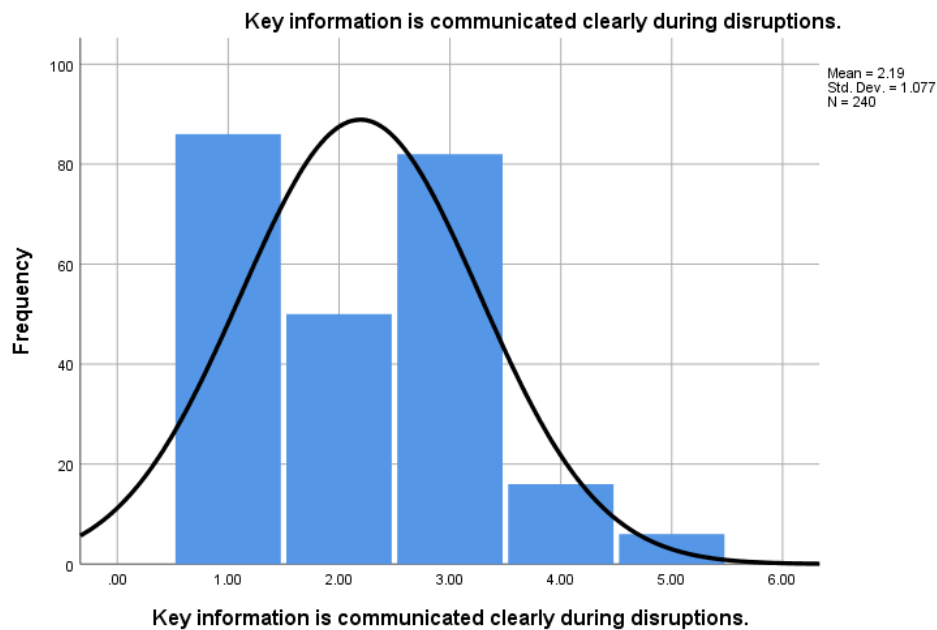


The data indicates that 30.8% of respondents strongly agree and 23.3% agree that team involvement is encouraged in the decision-making process during crises, making up 54.1% with a positive view. Meanwhile, 35.0% remain neutral, and 10.8% (7.5% disagree, 3.3% strongly disagree) express a negative perception. This suggests that while a majority believe in active team involvement, a substantial proportion either remain unsure or feel it is lacking

table -31

Key information is communicated clearly during disruptions.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	86	35.8	35.8	35.8
	Agree	50	20.8	20.8	56.7
	Neutral	82	34.2	34.2	90.8
	Disagree	16	6.7	6.7	97.5
	Strongly Disagree	6	2.5	2.5	100.0
	Total	240	100.0	100.0	

graph-31

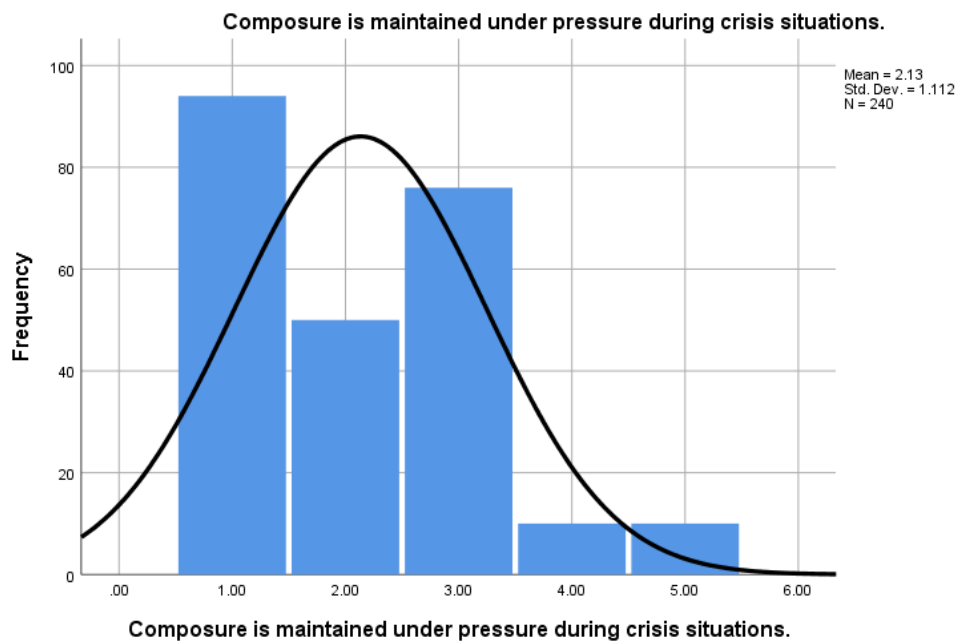


The data shows that 35.8% of respondents strongly agree and 20.8% agree that key information is communicated clearly during disruptions, totaling 56.6% with a positive perception. Meanwhile, 34.2% remain neutral, and 9.2% (6.7% disagree, 2.5% strongly disagree) express a negative view. This indicates that while a majority believe communication is effective during disruptions, a significant portion either remain unsure or feel communication could be improved.

table -32

Composure is maintained under pressure during crisis situations.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	94	39.2	39.2	39.2
	Agree	50	20.8	20.8	60.0
	Neutral	76	31.7	31.7	91.7
	Disagree	10	4.2	4.2	95.8
	Strongly Disagree	10	4.2	4.2	100.0
	Total	240	100.0	100.0	

graph-32

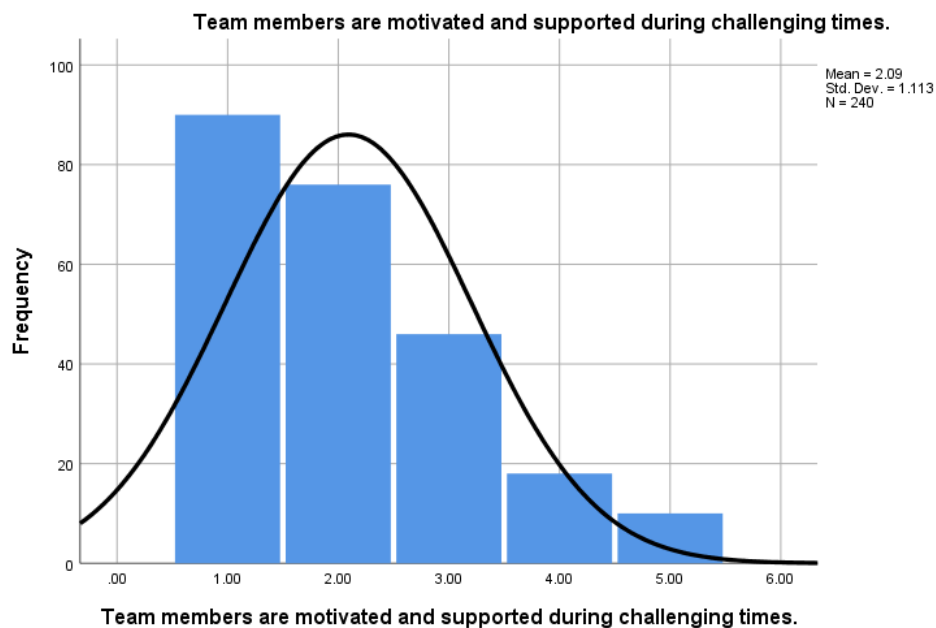


The data indicates that 39.2% of respondents strongly agree and 20.8% agree that composure is maintained under pressure during crisis situations, totaling 60% with a positive perception. Meanwhile, 31.7% are neutral, and 8.4% (4.2% disagree, 4.2% strongly disagree) express a negative view. This suggests that while a majority perceive composure to be upheld during crises, a notable portion remain uncertain or feel it could be improved.

table -33

Team members are motivated and supported during challenging times.					
		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	90	37.5	37.5	37.5
	Agree	76	31.7	31.7	69.2
	Neutral	46	19.2	19.2	88.3
	Disagree	18	7.5	7.5	95.8
	Strongly Disagree	10	4.2	4.2	100.0
	Total	240	100.0	100.0	

graph-33

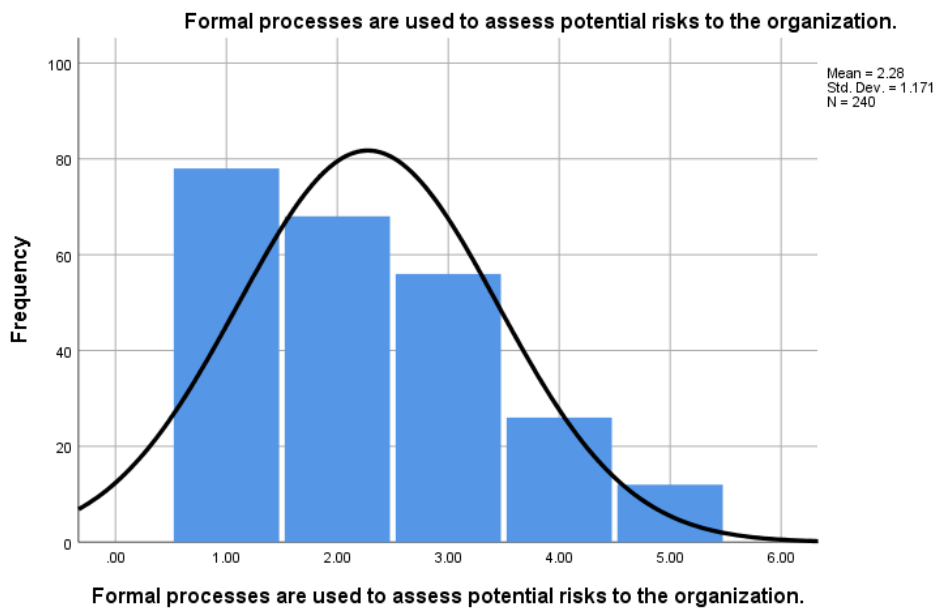


The data shows that 37.5% of respondents strongly agree and 31.7% agree that team members are motivated and supported during challenging times, totaling 69.2% with a positive perception. Meanwhile, 19.2% are neutral, and 11.7% (7.5% disagree, 4.2% strongly disagree) express a negative view. This indicates that while the majority feel teams are supported and motivated during challenges, a smaller yet notable group remains uncertain or dissatisfied.

table -34

Formal processes are used to assess potential risks to the organization.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	78	32.5	32.5	32.5
	Agree	68	28.3	28.3	60.8
	Neutral	56	23.3	23.3	84.2
	Disagree	26	10.8	10.8	95.0
	Strongly Disagree	12	5.0	5.0	100.0
	Total	240	100.0	100.0	

graph-34

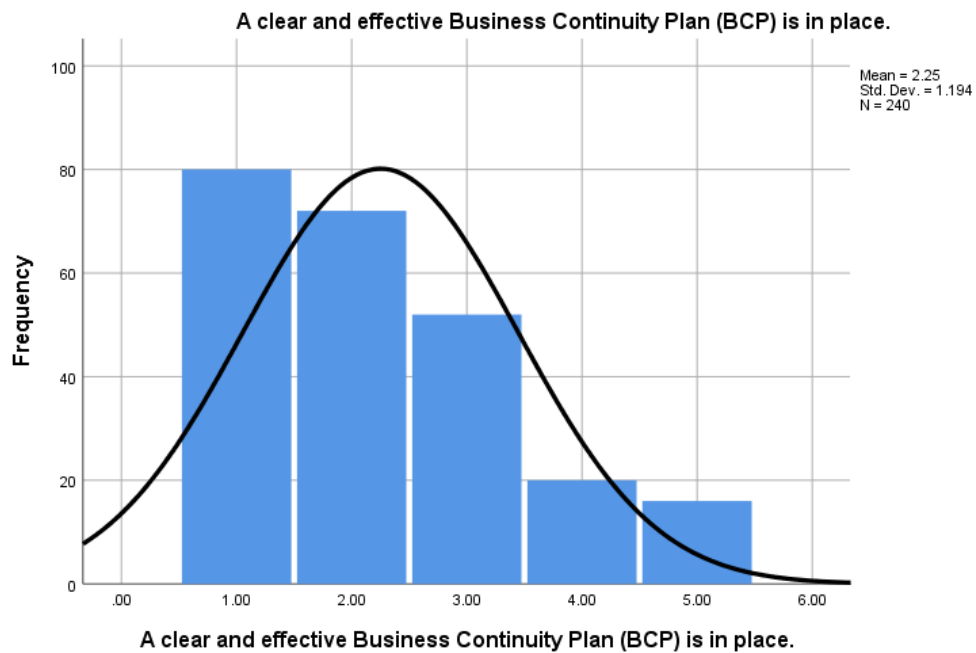


The data shows that 32.5% of respondents strongly agree and 28.3% agree that formal processes are used to assess potential risks to the organization, totaling 60.8% with a positive perception. Meanwhile, 23.3% are neutral, and 15.8% (10.8% disagree, 5.0% strongly disagree) express a negative view. This suggests that while the majority recognize the use of formal risk assessment processes, a significant minority remain uncertain or feel these processes are lacking.

table -35

A clear and effective Business Continuity Plan (BCP) is in place.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	80	33.3	33.3	33.3
	Agree	72	30.0	30.0	63.3
	Neutral	52	21.7	21.7	85.0
	Disagree	20	8.3	8.3	93.3
	Strongly Disagree	16	6.7	6.7	100.0
	Total	240	100.0	100.0	

graph-35

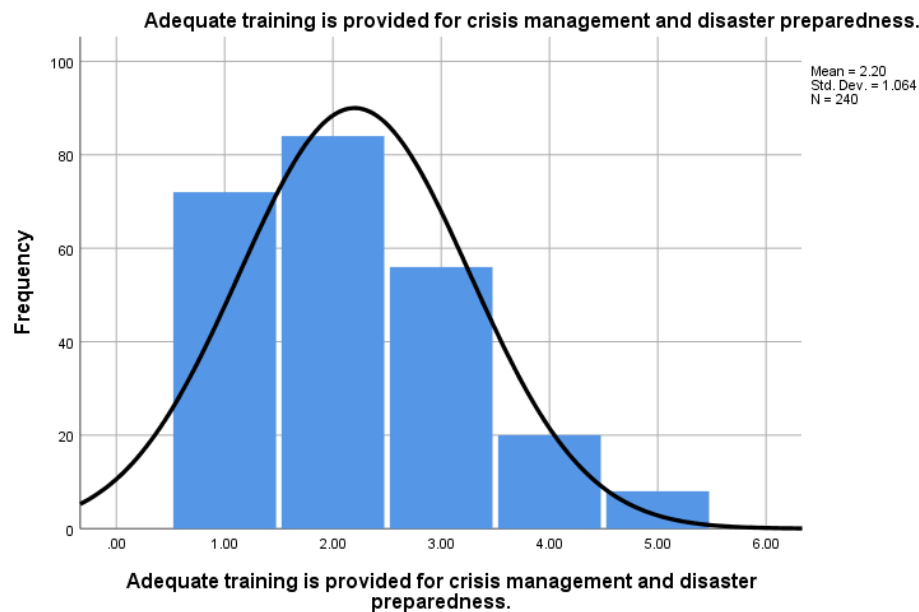


The data indicates that 33.3% of respondents strongly agree and 30.0% agree that a clear and effective Business Continuity Plan (BCP) is in place, totaling 63.3% with a positive perception. Meanwhile, 21.7% are neutral, and 15.0% (8.3% disagree, 6.7% strongly disagree) express a negative view. This suggests that while the majority perceive their organization's BCP as clear and effective, a notable minority either remain unsure or do not share this confidence.

table -36

Adequate training is provided for crisis management and disaster preparedness.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	72	30.0	30.0	30.0
	Agree	84	35.0	35.0	65.0
	Neutral	56	23.3	23.3	88.3
	Disagree	20	8.3	8.3	96.7
	Strongly Disagree	8	3.3	3.3	100.0
	Total	240	100.0	100.0	

graph-36

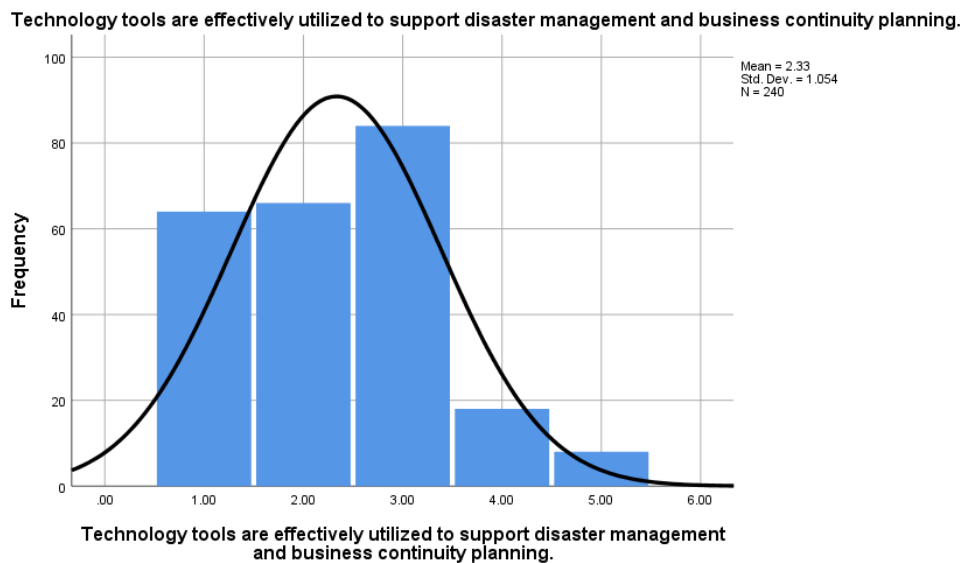


The data shows that 30.0% of respondents strongly agree and 35.0% agree that adequate training is provided for crisis management and disaster preparedness, totaling 65.0% with a positive perception. Meanwhile, 23.3% are neutral, and 11.6% (8.3% disagree, 3.3% strongly disagree) express a negative view. This suggests that while the majority feel their organizations provide sufficient training, a considerable portion either remain unsure or perceive gaps in training efforts.

table -37

Technology tools are effectively utilized to support disaster management and business continuity planning.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	64	26.7	26.7	26.7
	Agree	66	27.5	27.5	54.2
	Neutral	84	35.0	35.0	89.2
	Disagree	18	7.5	7.5	96.7
	Strongly Disagree	8	3.3	3.3	100.0
	Total	240	100.0	100.0	

graph-37

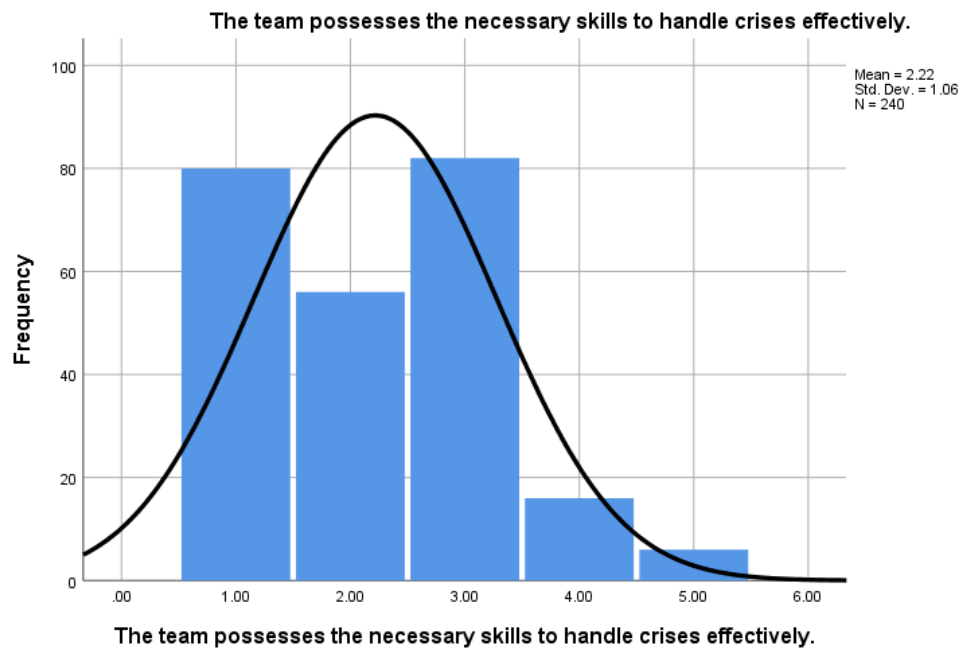


The data indicates that 26.7% of respondents strongly agree and 27.5% agree that technology tools are effectively utilized to support disaster management and business continuity planning, totaling 54.2% with a positive perception. Meanwhile, 35.0% are neutral, and 10.8% (7.5% disagree, 3.3% strongly disagree) express a negative view. This suggests that while over half of respondents see technology as effectively supporting these efforts, a significant portion either remain uncertain or feel that technology use could be improved.

table -38

The team possesses the necessary skills to handle crises effectively.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	80	33.3	33.3	33.3
	Agree	56	23.3	23.3	56.7
	Neutral	82	34.2	34.2	90.8
	Disagree	16	6.7	6.7	97.5
	Strongly Disagree	6	2.5	2.5	100.0
	Total	240	100.0	100.0	

graph-38

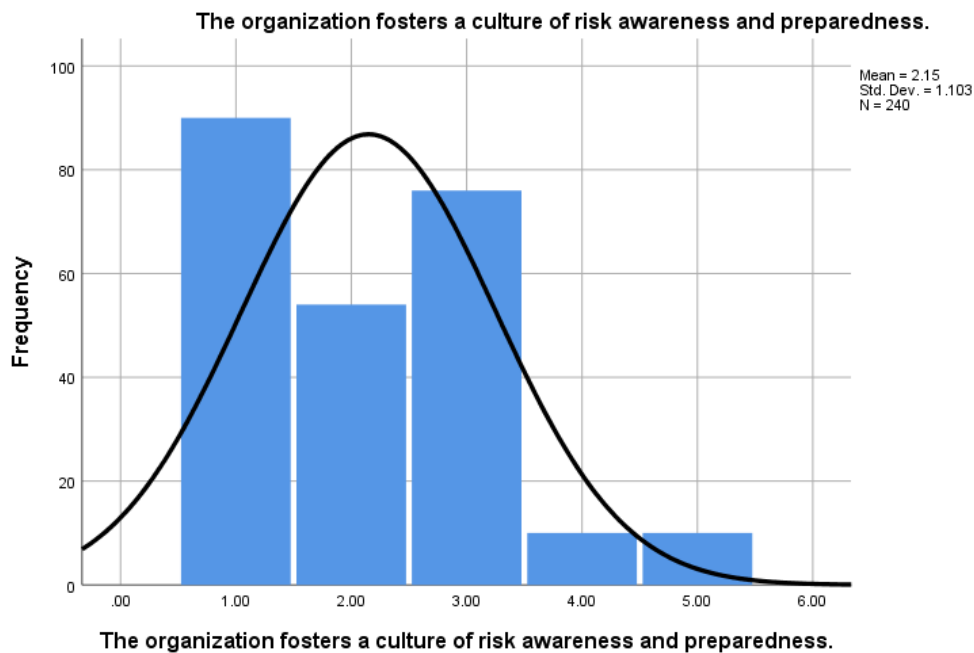


The data reveals that 33.3% of respondents strongly agree and 23.3% agree that their team possesses the necessary skills to handle crises effectively, totaling 56.6% with a positive perception. Meanwhile, 34.2% are neutral, and 9.2% (6.7% disagree, 2.5% strongly disagree) express a negative view. This suggests that while a majority believe their teams are well-equipped for crisis management, a significant proportion remain uncertain or identify skill gaps.

table -39

The organization fosters a culture of risk awareness and preparedness.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	90	37.5	37.5	37.5
	Agree	54	22.5	22.5	60.0
	Neutral	76	31.7	31.7	91.7
	Disagree	10	4.2	4.2	95.8
	Strongly Disagree	10	4.2	4.2	100.0
	Total	240	100.0	100.0	

graph-39

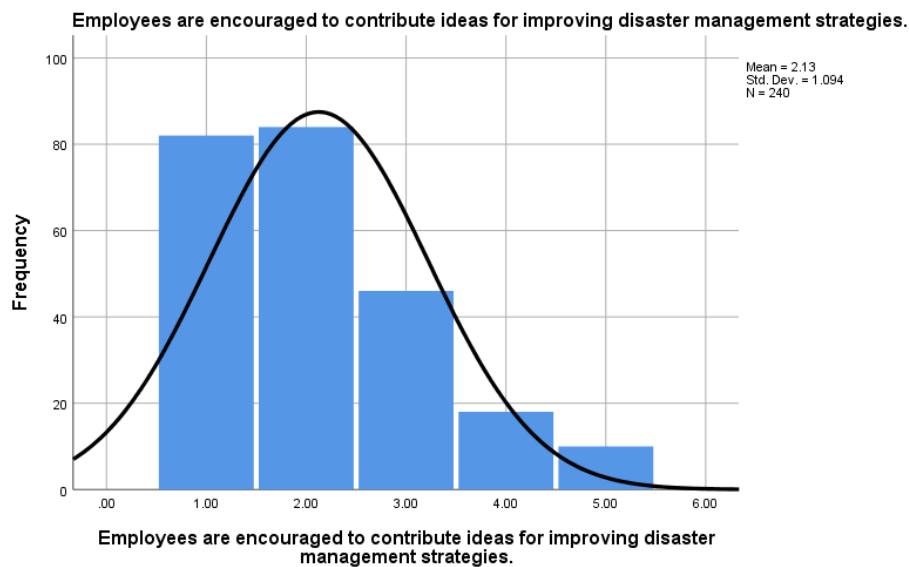


The data shows that 37.5% of respondents strongly agree and 22.5% agree that their organization fosters a culture of risk awareness and preparedness, totaling 60.0% with a positive perception. Meanwhile, 31.7% are neutral, and 8.4% (4.2% disagree, 4.2% strongly disagree) express a negative view. This suggests that while the majority believe their organization promotes risk awareness and preparedness, a significant portion either remain unsure or feel this culture is lacking.

table -40

Employees are encouraged to contribute ideas for improving disaster management strategies.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	82	34.2	34.2	34.2
	Agree	84	35.0	35.0	69.2
	Neutral	46	19.2	19.2	88.3
	Disagree	18	7.5	7.5	95.8
	Strongly Disagree	10	4.2	4.2	100.0
	Total	240	100.0	100.0	

graph-40

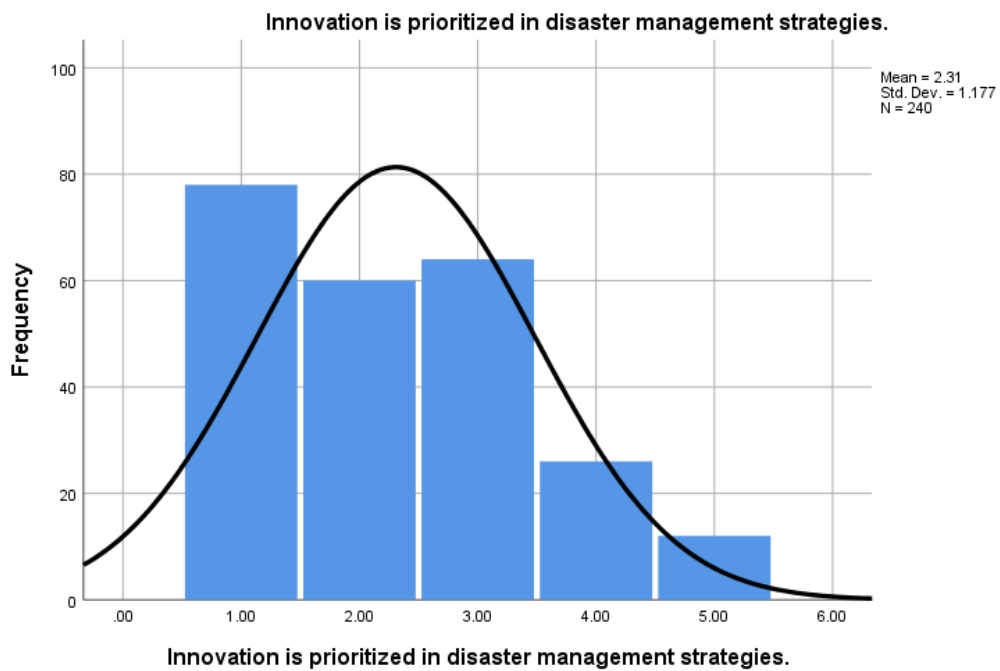


The data indicates that 34.2% of respondents strongly agree and 35.0% agree that employees are encouraged to contribute ideas for improving disaster management strategies, totaling 69.2% with a positive perception. Meanwhile, 19.2% are neutral, and 11.7% (7.5% disagree, 4.2% strongly disagree) express a negative view. This suggests that while the majority feel their organizations actively seek employee input for disaster management improvements, a smaller yet notable portion either remain uncertain or feel this encouragement is lacking.

table - 41

Innovation is prioritized in disaster management strategies.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	78	32.5	32.5	32.5
	Agree	60	25.0	25.0	57.5
	Neutral	64	26.7	26.7	84.2
	Disagree	26	10.8	10.8	95.0
	Strongly Disagree	12	5.0	5.0	100.0
	Total	240	100.0	100.0	

graph-41

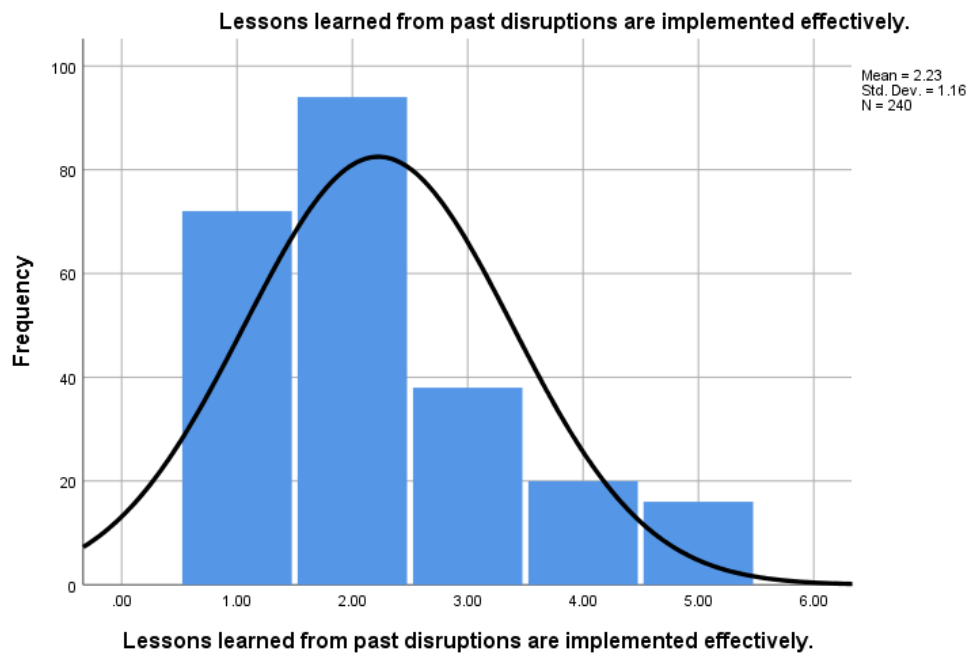


The data reveals that 32.5% of respondents strongly agree and 25.0% agree that innovation is prioritized in disaster management strategies, totaling 57.5% with a positive perception. Meanwhile, 26.7% are neutral, and 15.8% (10.8% disagree, 5.0% strongly disagree) express a negative view. This indicates that while a majority believe innovation is prioritized, a significant portion either remain unsure or feel innovation is not sufficiently emphasized in their organization's disaster management strategies.

table -42

Lessons learned from past disruptions are implemented effectively.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	72	30.0	30.0	30.0
	Agree	94	39.2	39.2	69.2
	Neutral	38	15.8	15.8	85.0
	Disagree	20	8.3	8.3	93.3
	Strongly Disagree	16	6.7	6.7	100.0
	Total	240	100.0	100.0	

graph-42

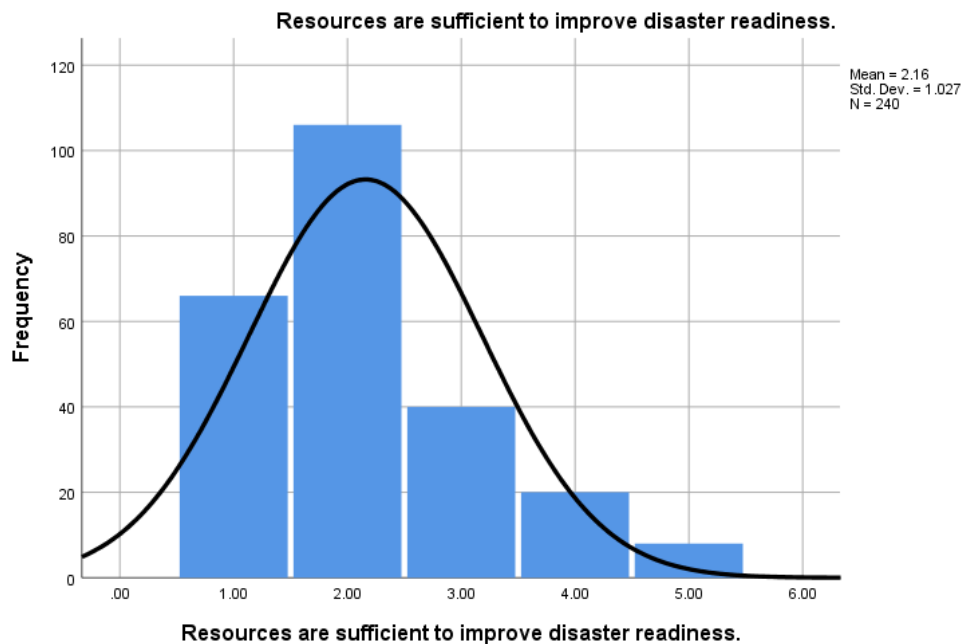


The data shows that 30.0% of respondents strongly agree and 39.2% agree that lessons learned from past disruptions are implemented effectively, totaling 69.2% with a positive perception. Meanwhile, 15.8% are neutral, and 15.0% (8.3% disagree, 6.7% strongly disagree) express a negative view. This suggests that while the majority believe their organizations effectively apply insights from past disruptions, a notable minority either remain unsure or feel this is not done sufficiently.

table -43

Resources are sufficient to improve disaster readiness.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	66	27.5	27.5	27.5
	Agree	106	44.2	44.2	71.7
	Neutral	40	16.7	16.7	88.3
	Disagree	20	8.3	8.3	96.7
	Strongly Disagree	8	3.3	3.3	100.0
	Total	240	100.0	100.0	

graph-43

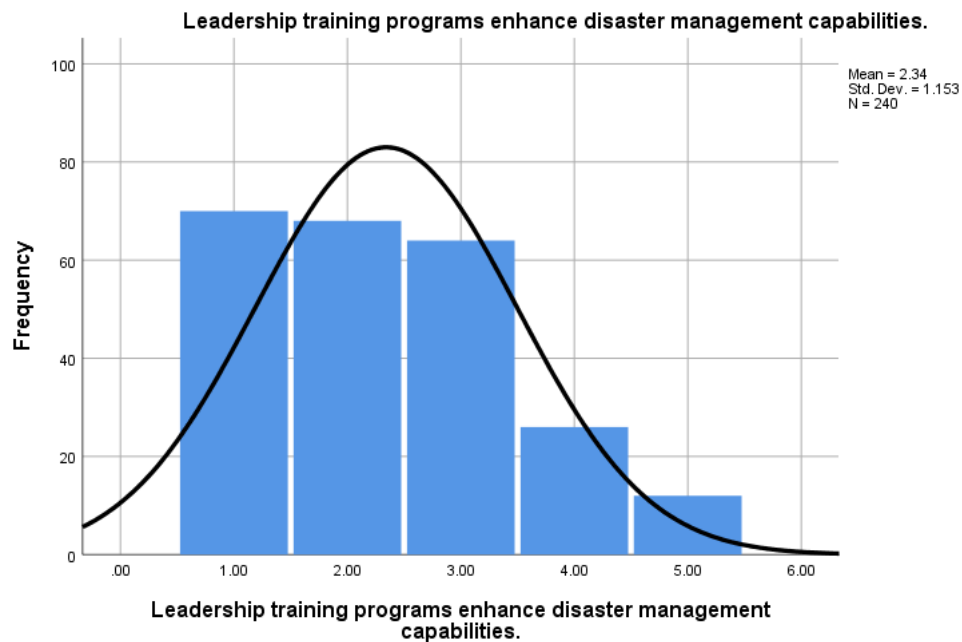


The data reveals that 27.5% of respondents strongly agree and 44.2% agree that resources are sufficient to improve disaster readiness, totaling 71.7% with a positive perception. Meanwhile, 16.7% are neutral, and 11.6% (8.3% disagree, 3.3% strongly disagree) express a negative view. This suggests that while most respondents feel their organizations have adequate resources for disaster readiness, a smaller portion either remain uncertain or perceive resource limitations.

table -44

Leadership training programs enhance disaster management capabilities.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	70	29.2	29.2	29.2
	Agree	68	28.3	28.3	57.5
	Neutral	64	26.7	26.7	84.2
	Disagree	26	10.8	10.8	95.0
	Strongly Disagree	12	5.0	5.0	100.0
	Total	240	100.0	100.0	

graph-44

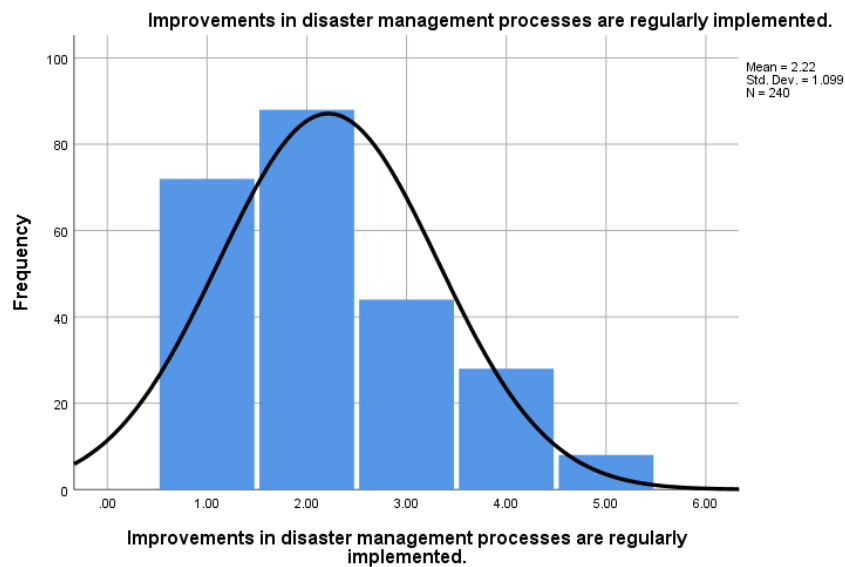


The data indicates that 29.2% of respondents strongly agree and 28.3% agree that leadership training programs enhance disaster management capabilities, totaling 57.5% with a positive perception. Meanwhile, 26.7% are neutral, and 15.8% (10.8% disagree, 5.0% strongly disagree) express a negative view. This suggests that while the majority believe leadership training programs are beneficial, a significant portion either remain uncertain or feel their impact could be improved.

table -45

Improvements in disaster management processes are regularly implemented.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	72	30.0	30.0	30.0
	Agree	88	36.7	36.7	66.7
	Neutral	44	18.3	18.3	85.0
	Disagree	28	11.7	11.7	96.7
	Strongly Disagree	8	3.3	3.3	100.0
	Total	240	100.0	100.0	

graph-45

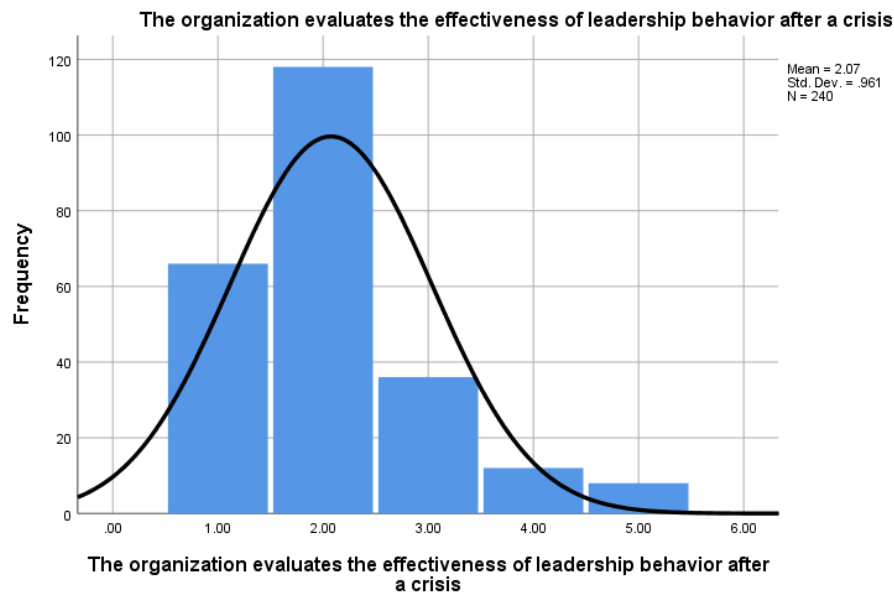


The data shows that 30.0% of respondents strongly agree and 36.7% agree that improvements in disaster management processes are regularly implemented, totaling 66.7% with a positive perception. Meanwhile, 18.3% are neutral, and 15.0% (11.7% disagree, 3.3% strongly disagree) express a negative view. This suggests that while the majority believe their organizations consistently work on enhancing disaster management processes, a notable minority either remain unsure or feel these efforts are lacking.

table -46

The organization evaluates the effectiveness of leadership behavior after a crisis					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	66	27.5	27.5	27.5
	Agree	118	49.2	49.2	76.7
	Neutral	36	15.0	15.0	91.7
	Disagree	12	5.0	5.0	96.7
	Strongly Disagree	8	3.3	3.3	100.0
	Total	240	100.0	100.0	

graph-46



The data reveals that 27.5% of respondents strongly agree and 49.2% agree that their organization evaluates the effectiveness of leadership behavior after a crisis, totaling 76.7% with a positive perception. Meanwhile, 15.0% are neutral, and 8.3% (5.0% disagree, 3.3% strongly disagree) express a negative view. This indicates that the majority of organizations prioritize reviewing leadership performance post-crisis, though a smaller proportion either remain unsure or perceive gaps in such evaluations.

**Extending Leadership behavior & Strategic skills for managers to handle Business
Continuity and Disaster Management in Small and Medium Sized Enterprises
(SMEs)**

Chapter 5

5.1 Discussion

In small and medium-sized businesses (SMEs), the behavior of leaders and the strategic skills they possess are very necessary for guaranteeing the continuation of company operations and the handling of disasters. In order to successfully navigate uncertainty, studies highlight the necessity of adaptable leadership, especially in small and medium-sized enterprises (SMEs), which often lack the strong resources that bigger organizations possess. According to Northouse (2021), leaders that embrace a transformational approach are better suited to motivate their people, stimulate innovation, and successfully respond to crises. This is because transformational leaders are willing to change. This flexibility is essential for small and medium-sized enterprises (SMEs), since they usually operate in situations that are both dynamic and resource-constrained (Carroll & Hatakenaka, 2020). In the event of a calamity, executives of small and medium-sized enterprises (SMEs) absolutely need to possess strategic skills such as risk assessment and contingency planning.

During times of crisis, small and medium-sized enterprises (SMEs) who have proactive risk management frameworks are more resilient, which enables them to recover and continue operations more quickly. It has been determined that one of the fundamental competencies for managers is the capacity to create and carry out business continuity plans (BCPs). SMEs are able to reduce the impact of interruptions brought on by natural disasters, cyber-attacks, or economic downturns by including business continuity plans (BCPs) into their organizational structure, according to research conducted by Cerullo and Cerullo (2004). Additionally, the decision-making process of managers is an essential component in both the preparation and reaction to disasters. It has been shown via research conducted by Crichton, Ramsay, and Kelly (2009) that scenario-based training and simulations are very useful in providing managers with the ability to make well-informed choices even when they are under intense pressure. When it comes to maintaining operational stability amid disruptions, small and medium-sized enterprises

(SMEs) that engage in leadership development programs that are focused on crisis management are more likely to succeed (Wang et al., 2020).

Within the context of small and medium-sized enterprises (SMEs) and crisis management, the function of emotional intelligence (EI) in leadership behavior has also received attention. A strong emotional intelligence allows leaders to better handle stress, communicate effectively, and keep the morale of their teams up during times of crisis. As Goleman et al. (2013) explain, emotionally intelligent leaders have a significant role in the development of resilience among their teams, which is essential for small and medium-sized enterprises (SMEs) that are confronted with challenges. There has been a lot of attention paid in recent research to the use of technology into disaster management tactics. When it comes to reacting to crises, small and medium-sized enterprises (SMEs) that make use of digital technologies for risk assessment, communication, and real-time monitoring display more agility. In research that was conducted by Koirala (2020), it was shown that digital transformation not only improves operational efficiency but also develops the strategic competence of small and medium-sized enterprise (SME) executives to manage new challenges. It is being more recognized that the cornerstone for establishing resilience in small and medium-sized enterprises (SMEs) amid disruptions and calamities is the behavior of leadership and strategic competencies.

According to Boin and Hart (2003), crisis leadership requires not only the ability to make decisions under duress but also the capacity to frame the narrative of the crisis, mobilize resources, and create cooperation among stakeholders. This is of utmost importance for small and medium-sized enterprises (SMEs), since these organizations often have minimal buffers against interruptions in their operations. A further essential component is the alignment of the behavior of leadership with the culture of the organization it serves. Furthermore, as Schein (2017) emphasizes, leaders who develop a culture of preparation and flexibility inside their organization have the ability to dramatically boost the capability of their organization to handle disasters. Specifically, this entails encouraging workers to adopt a proactive mentality and making certain that every member of the team is aware of their obligations in the event of an emergency. According to Gittell et al. (2006), small and medium-sized enterprises (SMEs) who make investments in building such cultures likely to enjoy reduced operational

downtimes and more employee engagement during disruptions. The notion of dynamic capabilities, which may be described as the capacity to adapt, integrate, and reconfigure both internal and external skills in order to handle quickly changing circumstances, has also found momentum in the literature on disaster management. In their article from 1997, Teece and colleagues believe that managers who possess high strategic foresight and situational awareness are able to harness these qualities to lead their organisations through times of crisis. This might involve diversifying supply chains, implementing agile processes, or making use of local networks in order to preserve business continuity in the event of a catastrophe for small and medium-sized enterprises (SMEs).

During times of crisis, communication is another essential leadership quality that is essential. According to research conducted by Coombs (2014), efficient communication not only helps to reduce the level of fear among workers and stakeholders, but it also contributes to the preservation of trust and the reputation of the organisation. When it comes to guaranteeing the continuation of company operations, the communication of small and medium-sized enterprise (SME) executives during times of crisis is often a deciding factor.

A leader in a small or medium-sized enterprise (SME) must possess the qualities of resourcefulness and invention. According to the findings of a research conducted by Fabeil et al. (2020), small and medium-sized enterprises (SMEs) that foster creative problem-solving and prioritize resource optimization are in a better position to deal with unforeseen disruptions. During times of crisis, this may entail redistribution of current resources, the formation of strategic alliances, or the investigation of other market opportunities. Recent study has also brought to light the significance of community participation and cooperation within the context of the community. In times of crisis, small and medium-sized enterprises (SMEs) that are anchored in local communities often act as first responders by providing products, services, and job continuity.

According to Smallbone et al. (2012), leaders who actively connect with local stakeholders and government agencies are able to increase the collective resilience of their organisations as well as the community as a whole. Further, the implementation of disaster risk reduction (DRR) frameworks inside small and medium-sized enterprises (SMEs) has been shown to be successful in limiting the

effects of disasters. Leaders that adopt DRR concepts, such as hazard assessment, disaster readiness, and recovery planning, are shown to display greater levels of organizational resilience and continuity, according to the United Nations Office for Disaster Risk Reduction (2015). One area that is receiving an increasing amount of attention is the psychological toughness of leaders themselves. According to the findings of research conducted by Luthans et al. (2007) on psychological capital, which includes hope, efficacy, resilience, and optimism, leaders who possess high mental fortitude are better able to handle crises and inspire confidence within their teams. For the purpose of preserving calm and making decisions with clarity in high-pressure circumstances, this resilience is essential, particularly in small and medium-sized enterprises (SMEs), where leadership plays a more significant role. The ever-increasing complexity of contemporary disruptions highlights the changing role that leadership plays in the management of crises inside small and medium-sized enterprises (SMEs). According to research conducted by Van Wart (2013), effective crisis leadership requires a combination of strategic preparation, the ability to make decisions quickly, and emotional intelligence in order to successfully traverse the inherent ambiguity that is present in catastrophes. Small and medium-sized enterprises (SMEs), which often have informal structures and little resources, stand to gain a great deal from having leaders who are able to give clarity and direction at times like these.

When it comes to small and medium-sized enterprises (SMEs), the alignment of leadership behaviors with risk management strategies is an essential component. The authors Aven and Renn (2010) state that risk-aware leadership ensures that possible vulnerabilities are recognized, evaluated, and managed in a proactive manner. According to Pettit et al. (2010), small and medium-sized enterprises (SMEs) that develop and apply systematic risk assessment methods are better able to handle unexpected disruptions. This is especially true in sectors that are prone to supply chain instability or economic changes. The idea of dispersed leadership has gained popularity as a technique for enhancing crisis management in small and medium-sized enterprises (SMEs).

The author Grint (2005) argues for the delegation of leadership duties during times of crisis. This allows organisations to capitalize on the combined knowledge of their employees and react more effectively. Fostering a culture of shared leadership may

improve responsiveness and operational efficiency in small and medium-sized enterprises (SMEs), which often have smaller teams and positions that frequently include several functions. Furthermore, the incorporation of sustainability concepts into crisis management has been brought to light in the research that has been conducted. The authors Shrivastava et al. (2013) contend that small and medium-sized enterprises (SMEs) that take a sustainability-oriented strategy are in a better position to establish long-term resilience. Strategies such as decreasing reliance on unstable supply chains, developing environmentally friendly technology, and encouraging ethical leadership practices are included in this category. The use of these strategies not only improves preparation for disasters but also aligns with larger socioeconomic and environmental goals.

Technology adoption is another critical enabler of effective disaster management in SMEs. Studies by Davenport and Kirby (2016) emphasize the role of digital transformation in building agility and resilience. Cloud computing, data analytics, and real-time monitoring tools empower SME leaders to anticipate disruptions, communicate effectively, and maintain operational continuity. Furthermore, technology facilitates scenario planning and simulation exercises, which are vital for preparing organizations for various disaster scenarios (Rouse, 2019). The role of trust and social capital in crisis leadership has also been extensively explored. Putnam (2000) underscores the importance of social networks and community ties in enhancing organizational resilience. For SMEs, leveraging local networks and stakeholder relationships can provide critical support during disruptions, including access to resources, information, and collaborative opportunities. Another emerging area of research is the psychological impact of crisis leadership on SME managers. Studies by Hoegl and Hartmann (2021) highlight that the stress associated with crisis management can lead to burnout and decision fatigue. Effective coping mechanisms, such as mindfulness practices and leadership coaching, are recommended to sustain the well-being and effectiveness of SME leaders during prolonged crises. Lastly, cross-cultural studies reveal that leadership styles and disaster management strategies vary significantly across regions. Hofstede et al. (2010) demonstrate that cultural dimensions, such as uncertainty avoidance and collectivism, influence how SME leaders approach crisis situations. Understanding these cultural nuances is essential for

global SMEs operating in diverse environments or engaging with international stakeholders during crises.

5.2 Key finding

- “From the analysis we have found the details mentioned in the above graph and table and it states that the sample data is concerned about 240 respondents. It was asked about What is your gender? and 170(70.8%) respondents responded as Male, whereas 70(29.2%) respondents responded as Female
- The survey data reveals that the majority of respondents (50.8%) belong to the 18–24 years age group, followed by 35% in the 25–34 years range. Smaller proportions are observed in older age groups, with 8.3% aged 35–44 years, 3.3% aged 45–54 years, and only 2.5% aged 55 years and above. Overall, the respondents skew heavily towards younger demographics, with a cumulative 85.8% under the age of 35.
- The data indicates that the majority of respondents have a high school diploma or equivalent (41.7%) or an associate degree (37.5%), making up nearly 80% of the sample. Smaller groups hold a bachelor’s degree (7.5%), a master’s degree (6.7%), or a doctorate (3.3%), with another 3.3% selecting Other. This distribution suggests that most participants have completed secondary or vocational education, with fewer attaining advanced academic degrees.
- The data shows that half of the respondents (50%) have 1–3 years of managerial experience, while 25% have less than 1 year. Those with 4–6 years of experience account for 15%, and smaller groups have 7–10 years (6.7%) or more than 10 years (3.3%). This indicates that the majority of participants are relatively new to managerial roles, with 75% having 3 or fewer years of experience.
- The data reveals that the largest proportion of SMEs represented in the survey belong to the retail industry (39.2%), followed by manufacturing (23.3%) and technology (22.5%). A smaller percentage operates in hospitality (8.3%), while 6.7% are categorized under Other. This indicates that retail, manufacturing, and technology sectors dominate the sample, accounting for over 85% of the total responses.

- The data shows that the majority of organizations surveyed are micro enterprises with 1–9 employees (56.7%), followed by small enterprises with 10–49 employees (33.3%). Medium enterprises with 50–249 employees make up only 10% of the sample. This indicates that the majority of respondents represent smaller organizations, with nearly 90% being micro or small enterprises.
- The data indicates that a significant majority of respondents (58.3%) hold senior management roles, followed by 28.3% in middle management. Smaller proportions are in junior management (6.7%) or categorized as Other (6.7%). This highlights that most participants occupy leadership positions within their organizations, with nearly 87% in senior or middle management.
- The data reveals that over half of the respondents (53.3%) are owners of their organizations, followed by 31.7% who are managers. A smaller proportion (9.2%) serve as team leads, while 5.8% fall under the Other category. This indicates that a majority of participants are in leadership roles, with ownership being the most common role.
- The data shows that the majority of respondents (68.3%) have less than 1 year of management experience, while 17.5% have 1–5 years. Smaller groups report 6–10 years (9.2%) and more than 10 years (5.0%) of experience. This indicates that most participants are relatively new to management, with over two-thirds having less than a year of experience in this role.
- The data indicates that 63.3% of organizations have a documented Business Continuity Plan (BCP), while 25% do not. Additionally, 11.7% of respondents are unsure if their organization has a BCP. This suggests that while the majority have formal continuity plans in place, a significant minority either lack a BCP or are uncertain about its existence.
- The data shows that 60.8% of organizations review or update their Business Continuity Plan (BCP) annually, while 24.2% do so semi-annually. A smaller percentage (9.2%) review it only after a disaster, and 5.8% never update or review their BCP. This highlights that most organizations maintain regular review practices, though a small portion lack proactive updates.
- The data indicates that cybersecurity threats are the most common risk faced by organizations in the past five years, reported by 56.7% of respondents. Natural

disasters are the second most reported disruption (25.8%), followed by supply chain issues (8.3%) and economic downturns (5.8%). A smaller portion (3.3%) identified other risks. This suggests that digital security challenges are a predominant concern for organizations, with physical and economic disruptions being less frequently encountered.

- The data shows that most respondents are actively involved in their organization's Business Continuity Plan (BCP), with 42.5% taking a lead role and 50.8% playing a supporting role. Only 6.7% report having no role in the development or execution of the BCP. This indicates that a majority of participants are engaged in ensuring their organization's continuity planning.
- The data indicates that 77.5% of respondents have more than five years of management experience, while 22.5% have less than five years. This demonstrates that the majority of participants are seasoned managers with significant experience in their roles.
- The data shows that 79.2% of respondents' organizations are classified as Small or Medium-Sized Enterprises (SMEs), while 20.8% are not. This indicates that the majority of the organizations represented in the survey fall under the SME category.
- The data reveals that 82.5% of organizations have a documented Business Continuity Plan (BCP), while 17.5% do not. This indicates that a significant majority of organizations have formal plans in place to ensure operational continuity during disruptions.
- The data shows that 81.7% of organizations have updated their Business Continuity Plan (BCP) within the past year, while 18.3% have not. This indicates that the majority of organizations actively maintain and review their BCP to ensure it remains current and effective.
- The data indicates that 77.5% of respondents believe their organization is adequately prepared for a major disruption, while 22.5% feel it is not. This suggests that while the majority of organizations are confident in their preparedness, a notable minority still perceive gaps in their readiness for significant challenges.
- The data shows that 81.7% of organizations have faced a business disruption in the past five years, while 18.3% have not. This indicates that the vast majority of

organizations have experienced operational challenges during this period, highlighting the importance of preparedness and resilience strategies.

- The data reveals that 79.2% of organizations use formal risk assessment processes to identify potential threats, while 20.8% do not. This indicates that the majority of organizations take a structured approach to identifying risks, though a significant minority may lack formal processes for threat assessment.
- The data indicates that 77.5% of respondents believe their organization provides sufficient training for disaster preparedness, while 22.5% do not share this view. This suggests that while most organizations are proactive in equipping their employees for potential disasters, there is room for improvement in training efforts for a notable minority.
- The data shows that 79.2% of organizations use technology tools for managing disaster preparedness or business continuity, while 20.8% do not. This indicates that the majority of organizations leverage technological solutions to enhance their preparedness and continuity efforts, though some organizations may rely on other methods or lack such tools entirely.
- The data reveals that 81.7% of respondents believe there are gaps in their team's skills for managing crises, while 18.3% feel their team is adequately skilled. This suggests that a significant majority perceive a need for improved crisis management skills within their teams to better handle challenging situations.
- The data indicates that 80.8% of respondents believe their organization fosters a culture of risk awareness, while 19.2% do not. This suggests that most organizations prioritize promoting awareness of risks among their teams, though a smaller proportion may lack such a focus.
- The data shows that 77.5% of respondents indicate their organization encourages employees to contribute ideas for improving crisis management strategies, while 22.5% report that this is not the case. This highlights that the majority of organizations value employee input in strengthening crisis management, though some may not actively involve their workforce in this process.
- The data indicates that 79.2% of respondents believe innovation is prioritized in their organization's disaster management strategies, while 20.8% do not share this view. This suggests that the majority of organizations recognize the importance of

innovative approaches to disaster management, though some may still rely on more traditional methods.

- The data reveals that 82.5% of organizations have implemented lessons learned from past disruptions, while 17.5% have not. This indicates that the majority of organizations take proactive steps to improve their resilience by applying insights gained from previous challenges, although some may not yet utilize this approach”.

5.3 Conclusion

The resilience and continuity of small and medium-sized enterprises (SMEs) in the face of disruptions depend significantly on the proactive development of leadership behaviors and strategic capabilities. Effective leadership that emphasizes emotional intelligence, stakeholder engagement, and cross-functional collaboration can create a culture of readiness, innovation, and adaptability. Strategic skills such as risk assessment, scenario planning, and the integration of technology are essential for robust disaster management and business continuity planning. By fostering a culture that prioritizes continuous learning, ethical decision-making, and employee engagement, SMEs can overcome resource limitations and other operational challenges. Investment in leadership development and the use of advanced technologies, such as data analytics and communication platforms, further enhance organizational resilience. SMEs that align leadership behaviors with strategic competencies are better positioned to navigate crises, maintain operations, and capitalize on opportunities for growth, ultimately contributing to their long-term sustainability and success in a dynamic business environment. Small and medium-sized enterprises (SMEs) are integral to global economic stability, yet they face distinct challenges due to resource constraints and limited operational infrastructure. Addressing these challenges requires a multifaceted approach that integrates leadership behaviors with strategic skills. Transformational and participatory leadership styles enable SMEs to foster an environment of innovation, trust, and collaboration, which are essential during crises. Leaders who demonstrate emotional intelligence and effective communication can build cohesive teams capable of navigating high-stress situations and uncertainties.

Strategic capabilities such as risk management, crisis communication, scenario planning, and financial resource allocation play a crucial role in fortifying SME resilience. Incorporating technologies like cloud computing, artificial intelligence, and real-time data analytics enhances operational efficiency, enables proactive risk assessment, and supports robust decision-making processes. These tools not only strengthen disaster preparedness but also ensure swift recovery and adaptation in the aftermath of disruptions. Cultivating a culture of readiness within SMEs is vital. This involves engaging employees at all levels in business continuity planning, providing regular training and simulations, and promoting a shared sense of responsibility for organizational resilience. By aligning organizational goals with sustainability and ethical considerations, SMEs can build stronger relationships with stakeholders, fostering long-term loyalty and trust. Ultimately, the convergence of leadership excellence, strategic foresight, and technological adoption equips SMEs to withstand adversities and thrive in an unpredictable business environment. By prioritizing these elements, SMEs can transform vulnerabilities into opportunities, ensuring not only survival but also sustained growth and innovation in a rapidly evolving global landscape.

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