



The Impact of Creative Leadership, Organizational Resilience, and Cultural Change toward Developing Tourism in Rural Communities in Anhui, China

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Abstract

This research article the objectives of this study are as follows: 1) To explore the perspectives of creative leadership, organizational resiliency, and cultural change in growing rural tourism. 2) Examine the influence of innovative leadership, organizational resilience, and cultural change on the development of rural tourism and 3) Examine how organization resilience positively mediates the relationships between creative leadership, cultural change, and tourism development in rural communities in Anhui, China. This research design uses qualitative and quantitative methods to complete objectives and test hypotheses. Questionnaires were distributed to group travelers' leaders and members to select respondents based on expertise, availability, convenience, and interest. Construct validity was examined using confirmatory component analysis and tests of convergent and discriminant validity. Path analysis was conducted to determine whether the hypothesis and organizational resilience mediate the route. In Anhui, China, where rural tourism is growing, research was done on creative leadership, organizational resilience, and cultural change. Confirmatory factor analysis is used to test if a factor and its observed variable match the researcher's theoretical relationship. According to the hypothesis, the effect of creative leadership on tourism development in rural villages in Anhui, China, is statistically significant. The impact of organizational resilience on tourism development in rural villages in Anhui, China, is statistically significant. The impact of creative leadership on organizational resilience in developing tourism in rural villages in Anhui, China, is statistically significant. Qualitative research showed that cultural tourism development requires recognizing capacity, establishing communication and relationships, empowering local communities, ensuring staff continuity, and sharing authority with the community. Rural communities are important as they have an effect on economic, social, cultural, and environmental development. Future research should adopt a multifaceted strategy to better comprehend the relationships between leadership, organizational resilience, and cultural change in the tourism industry.

Keywords: Creative Leadership, Organizational Resilience, Cultural Change, Developing Tourism

Introduction

Rural communities are open systems that include numerous types of capital, such as ecological, economic, social, human, cultural, and symbolic capital. Tourism can be beneficial for economic development in a variety of ways, such as revitalizing an area after an agro-industrial collapse, diversifying an agricultural area, and maintaining a sense of depth in a world that is becoming increasingly homogenized. Studies have shown that the appeal of a tourist attraction is



largely derived from the image that is conjured up in one's mind and that the nature of the destination image and the manner in which it is created are of the utmost importance. Creative leadership is an approach to business that blends ethical principles with the power to motivate others (Sohmen, Victor S., (2015); Tisch, D., & Galbreath, J., (2018). Cultural tourism is a subtype of tourism that involves learning about, discovering, experiencing, and taking pleasure in the experience of tangible and intangible cultural products at travel destinations (UNWTO, (2017). Tourism can be beneficial for economic development in a variety of ways, such as revitalizing an area after an agro-industrial collapse, diversifying an agricultural area, and maintaining a sense of depth in a world that is becoming increasingly homogenized (UNWTO,(2017); World Travel and Tourism Council, (2020).

To overcome this, governments have focused on the economic benefits of tourism, particularly in developing nations' rural areas (Pialat G.(2020).According to studies, the appeal of a tourist attraction is mostly determined by the image that is conjured up in one's mind, and the type of destination image and the manner in which it is generated are crucial. The present body of study on creative leadership, organizational resilience, and culture change in rural communities in Anhui, China, focuses on how cultural capital might be used at various tourist sites. This study hypothesizes that creative leadership, cultural change, service quality management, and organizational resilience all have positive effects on tourism development in rural communities in Anhui, China.

The tourist potential in Anhui's rural areas is tremendous and mostly untapped. These communities may attract visitors and increase their local economies by harnessing cultural resources and implementing effective tactics. Creative leadership is vital for identifying unique selling factors and developing fresh tourism experiences. Traditional rituals and habits can be preserved through cultural transformation while simultaneously becoming more accessible to outsiders. Management of service quality is critical to ensuring that visitors have a great experience and are inclined to suggest the place to others. Finally, organizational resilience is required for dealing with adversities such as natural disasters or economic downturns. Rural villages in Anhui can position themselves as desirable tourist destinations that provide something truly unique by investing in these regions.

Objective of Research

- 1) To explore the perspectives of creative leadership, organizational resiliency, and cultural change in growing rural tourism.
- 2) Examine the influence of innovative leadership, organizational resilience, and cultural change on the development of rural tourism
- 3) Examine how organization resilience positively mediates the relationships between creative leadership, cultural change, and tourism development in rural communities in Anhui, China.

Literature Review

The author desires to propose the role of creative leadership, organizational resilience, and cultural change in the development of tourism in rural communities in Anhui, China, in this article.



Creative leadership is the capacity of management or a leader to encourage the implementation of fresh ideas to improve the response to and resolution of real-world problems.

Concept of Leadership

Leadership theories explain how and why specific individuals become leaders. They emphasize the qualities and actions individuals might acquire to enhance their leadership abilities. Recent years have seen an increase in the formalization of leadership theories, which has made them simpler to comprehend, discuss, and evaluate in practice. Studies have divided leadership into three categories: the Great Man Theory, traditional leadership theories, and new leadership theories. Ethical, moral, cultural, visionary, and instructional leadership have emerged in recent years (Sohmen, Victor S., (2015); Tudor R.&, Susan. M. (2000)

Leadership is divided into two components: community leadership and leadership styles. This article proposes a theoretically derived conceptual model of community leadership based on a comprehensive examination and synthesis of leadership literature. Leadership theories include behavioral leadership, contingency leadership, situational theory, path-goal theory, and contingency theory. Leadership development programs are needed to identify and develop leadership talent, as performance and leadership have a direct and indirect link. Startup leadership development (SLD) is needed due to the difficulty of bringing on new staff members and hiring young, inexperienced staff members (Tudor R.&, Susan. M. (2000); Pialat, G. (2020).

Leadership development is essential for organizations to succeed in today's turbulent, unpredictable, complex, and confusing environment. It helps people lead in an unpredictable world by unleashing the potential of their talent pools. Executive development programs improve skills and careers but don't teach the interpersonal skills that organizations need in today's flat, networked, and collaborative workplaces. Organizations must address these gaps before developing leadership and management skills.

Creative Leadership Concepts

Creative leadership is the capacity to empower teams to produce ideas with strategic and inventive value. It involves creating an environment for employees to develop, create, and become more productive, and finding new and improved answers to traditional organizational difficulties. It is important for individuals interested in launching their own businesses, becoming corporate executives, or pursuing other careers in business to cultivate creative leadership skills. Acting with passion and purpose, using an explorative attitude, imagining a better future, coordinating creative teams, and leading breakthrough transformation are the five fundamental capabilities required for effective creative leadership, according to Ball (2015) (Rajiv, B. 2015).



Figure 1 The five fundamental capabilities necessary for effective creative leadership
Sohmen, Victor S. (2015) found that creative leaders develop these traits:

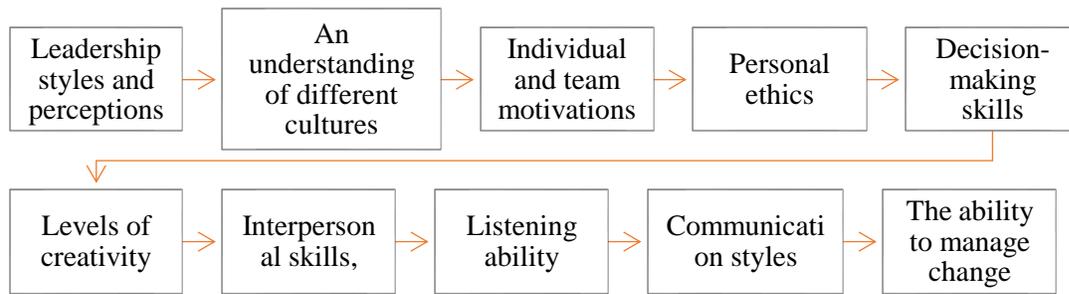


Figure 2 Good creative leaders consistently develop: Source: Sohmen, Victor S (2015).

Creative leadership creates an environment of empowerment, improvement, and enterprise, which leads to increased productivity, success, and innovation. It is essential for teams lacking dedication, imagination, or willingness to experiment. This is because creative leadership is the pivot that allows teams to pivot creatively. Creativity, honesty, and the ability to think globally are the three most valued skills in the corporate world. The development of all three is fostered by creative leadership (Pialat G.(2020).

Creative Leadership Activities of Teambuilding

The three strategies used by leaders to lead their teams to success are the most crucial information in this text. These techniques include organizing squads according to missions, investing in a wellness program, and embracing diversity. Organizing squads according to missions makes them more likely to be engaged, productive, and creative, while treating humans like machines is inappropriate. Top-tier leadership structures will invest in a wellness program, encourage healthy living and exercise, and hire a counselor. The most important details in this text are the creative qualities that a team needs to succeed. Increased revenues, merged workers and technology, and cost reductions are expected to result in merger synergy (Moran R.T. et al. (2014). Community leaders have been effective in supporting community development.

Concept of Organization Resilience

Organizational resilience is a function of an organization's understanding of the overall situation, management of key weaknesses, and ability to adapt in a complex, dynamic, and interdependent environment. It includes an organization's stability, maintenance capacity, endurance ability, coping ability, development ability, learning ability, prediction ability, and survival ability. Adaptive resilience systems minimize the impact of shocks or disturbances through mutual adaptation and co-evolution (Liu, Y. et al. (2021). Resilience is the ability to overcome challenges and recover from failure, disappointment, or rejection. Organizations must become more involved and resilient to survive.

Organizational resilience is contextual, and physical, human, and financial resources all contribute to its resilience. This research aims to explore the internal and external performance-related elements that influence organizational resilience. It is an important concept in Chinese



management (XIAOa L. & CAO, H. 2017); Van Der Vegt et al., (2015). Organizational resilience is essential for organizational learning, emotion management, and organizational resources.

Concept of Culture Change

Cultural change is important in policy domains where attitudes, beliefs, and ambitions have a major influence on behavior. It requires a strategic framework and research on the environmental conditions under which cultural capital is generated, how it impacts behavior, and other factors. Culture change is needed to improve society-wide cultural capital, attitudes, values, subgroup attitudes, and educational goals. Culture change refers to interventions to influence underlying attitudes, values and aspirations, and the dynamic process by which behavioral patterns become established as part of underlying attitudes and values (Arnold G.(2019)

People are resistant to change due to inadequate communication, lack of motivation, complacency, fear of the unknown, loss of privileges, lack of inclusion, and increased duties. Organizations need to undergo transformation to remain competitive, seize new opportunities, or confront threats. Cultural change is difficult, time-consuming, and expensive, but the benefits outweigh the expenses.

Concept of Tourism in Rural Communities

Rural tourism is of critical importance to developing countries, providing immediate financial benefits to families. It is divided into four types: eco-tourism, community-based tourism, environmental volunteer tourism, and outdoor sports tourism. To ensure long-term viability, a comprehensive and inclusive planning strategy is needed. The most important idea is that elements of potential assessment should be considered when assessing creative tourism potential. Creative tourism can contribute to sustainable development of rural regions (UNWTO, 2021).

The China National Tourism Administration (CNTA) celebrated the China Urban and Rural Tourism Year in 1998, followed by the China Eco-tourism Year in 1999, the Chinese Life Tourism Year in 2004, and the China Rural Tourism Year in 2006. Scholars have conducted studies on the gender roles of women in tourism. To provide rural women more agency, they should be included in the cultural heritage tourist industry, establish social protection measures, create educational programs, and receive assistance to broaden their market access. (International Union of National Tourist Organizations (UNWTO), 2021).

Tourism in rural areas has a direct impact on the empowerment of women, as it provides opportunities for both gender equality and the empowerment of women. Empowerment is the process of making it possible for women to achieve their goals (Yunis, M.S.et al.(2019).

Development of Tourism in the People's Republic of China

They face difficulties such as a shortage of skilled staff and the opportunity for economic growth (Rama A.& Yusuf, B, (2019). Research has been conducted on agricultural economic growth, community resilience, and rural innovation. Social entrepreneurship can provide economic benefits for the community, as it requires trusting others and collaborating to foster long-lasting, strong community relationships. This study examines tourism and rural community development, analyzing traditional and alternative community development methods and rural regions' tourist prospects. It found that tourism has caused unequal distribution of costs and



benefits, less local job possibilities, higher economic leakages, and environmental and sustainability difficulties.

The government's modernization and economic liberalism-based development strategy neglects vulnerable populations, particularly rural poor and minority ethnic groups, and lacks community ownership and involvement in tourism decision-making, planning, and implementation (Steiner A.& Teasdale, S. (2019). Rural Qiunatong inhabitants have several livelihood options, but struggle to meet industry standards due to lack of resources and expertise.

José Mara López-Sanz, et al(2021). conducted an investigation into the factors that have the greatest impact on tourist behavior, motivation, the image of the location, and the level of satisfaction attained by the visitor. This study investigates how rural tourism can help to develop in a way that is both environmentally and socially responsible, using a model based on structural equations. Found that social capital in tourism destinations is associated with community health and economic growth. Found that tourism in rural areas offers advantages such as economic growth and environmental optimization.

This study examines the impact of creative leadership, organization resilience, and cultural change on developing tourism in rural communities in Anhui, China. It is important to prioritize social and economic sustainability and take into account existing institutional and organizational structures. Policies and institutions need to pay more attention to developing rural market linkages, implementing environmentally responsible practices, and providing support for institutional arrangements.

Anhui Province is one of China's primary tea-producing regions, with popular types such as Qimen Black Tea, Tunxi Green Tea, Mt. Huangshan Maofeng Tea, and Liu'an Guapian Tea. It is also renowned for its high-quality traditional Chinese medicinal plants, as well as traditional handicrafts such as Shexian Country's Hui Ink Stick, Shexian Country's Ink Slabs, and Jingxian Country's Xuan Paper. Economy: Before 1949, Anhui was considered the province with the worst economy due to inefficient utilization of water resources. Hefei is renowned for its Three Kingdoms relics and is the birthplace of Baozheng, a prominent judge in Chinese history. Cuisine: Wannan, Yanjiang, and Yanhuai are the three native specialties that comprise Anhui.

Conceptual Framework

Based on the above review of concepts and theories as well as related research, it has been found that creative leadership, cultural change, and flexible organizations are linked to rural community tourism, with gaps in both variables. Rajiv. B. (2015). Raud, R.(2016), Dennis , O.(2006).;Steiner A.& Teasdale, S. (2019). discuss the importance of creative leadership, cultural change, organization resilience, and collaboration to access support and services.

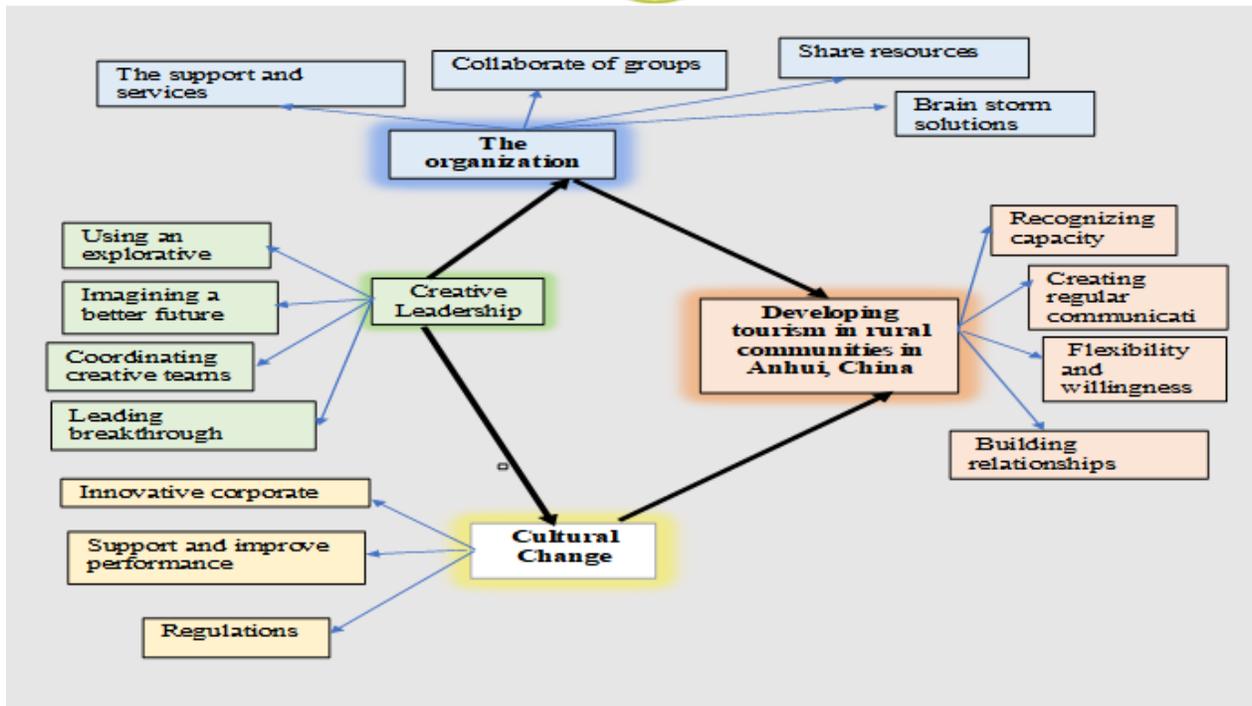


Figure 2 Conceptual Framework

Research Methodology

This research design uses qualitative and quantitative methods to test hypotheses and draw conclusions, using descriptive statistics, multiple regression analysis, and SEM to analyze data.

The specific details are as follows:

The research is a mixed-method approach combining quantitative and qualitative data to identify and determine creative leadership, organization resilience, and cultural change on developing tourism in rural communities in Anhui, China. This qualitative research study was conducted in Anhui, China, using a sampling formula developed by Taro Yamane in 1960. The sample size was 398 out of 87,000, with an error rate of 5%. The survey questionnaire was anonymous and confidential, and the researcher used establishment classification criteria to select tourist attractions. 400 responders were used to construct a rural tourism demonstration project during November 2022 and January 2023.



Table 1 Sampling from the Anhui Provincial Tourism Bureau develop a rural tourism in quantitative

No.	List of attractions	Numbers of traveller
1	Xidi and Hongcun	80
2	Mount Huangshan	80
3	Old Town of Tunxi	80
4	the longest karst cave	80
5	Chao Lake	80
Total		400

Sampling was used in qualitative research investigations to get a representative sample of the population. 15 community leaders from each of the five tourist destinations were randomly chosen to participate in the study. 15 tour guides or travel leaders out of 30 people were also chosen to participate in an in-depth interview to research the predicament of creative and cultural leaders, the resiliency of organizations located within the community, and the growth of rural tourism communities. The data was analyzed using descriptive statistics, SMART-PLS, Measurement Model, and Structural Equation Modelling approaches, with a high level of internal consistency. Examine relevant theories, papers, and research to build operational definitions and the structure of the studied variables. Content Validity is evaluated by five experts for content validity over the index of congruence (IOC) with operational definition, questionnaire completeness, clarity, accuracy, and correctness of language. The results of the experts' content validity produce a questionnaire with nine questions on respondent's basic information, nine questions on creative leadership, 10 questions on organization resilience, 10 questions on cultural change, and 16 questions on developing tourism in rural communities in Anhui, China. The reliability test of a questionnaire is the test of its internal and external reliability. Cronbach's Alpha was used to measure the internal reliability of the questionnaire, with the larger the coefficient, the higher the internal consistency. The results showed that the Cronbach's Alpha of the scale was above 0.7, indicating that the internal consistency of the questionnaire was relatively high and the questionnaire can be used as a research tool.

This study employed quantitative research using four types of data analysis: descriptive, diagnostic, predictive, and prescriptive. It used questionnaires, descriptive statistics, multiple regression analysis, and Improvement Scores to identify strengths, chances, and priority areas for improvement.

Qualitative Research

The research question explored the influence of creative leadership, organization resilience, and cultural change on developing tourism in rural communities in Anhui, China. Data was collected from a variety of sources and qualitative research methods were used to collect trust, the overall situation of creative leadership, organization resilience, and cultural change, and developing tourism in rural communities. This study used semi-structured interviews and in-depth interviews to collect data on creative leadership, organization resilience, and cultural change in



rural communities in Anhui, China. Validity strategies included triangulation and member checking to ensure data completeness and accuracy. Data gathering methods in qualitative research include direct observation, document examination, and face-to-face interviews to gain insight and context into the issue of inquiry. Data triangulation is a validation approach that uses many data sources for a project, including 8 community leaders. Analytic induction is used to interpret physical entities or observable phenomena gleaned from several data sets, and can be implemented in three ways: descriptive field notes, typological analysis, and component analysis. Qualitative data analysis (QDA) is the process of organizing, analyzing, and interpreting qualitative data to capture themes and patterns, answer research questions, and identify actions to improve.

Research Results

The research objectives were to determine the views of creative leadership, organization resilience, and cultural change in developing tourism in rural communities in Anhui, China. Data was collected by a structured questionnaire and tested for construct validity. A path analysis was performed to determine if the hypothesis and organizational resilience mediate the route of rural community leaders concerned with tourism.

Phase I: Quantitative Research

Descriptive Statistical Analysis

This study used a purposive sampling method to collect data from 400 travelers in Anhui Province, China, based on their level of knowledge and convenience. It was conducted to construct a rural tourism demonstration project. This research explored the views of creative leadership, cultural change, organizational resilience, and characteristics of developing tourism in rural communities in Anhui, China. From the objective of the research was to find out:

1) To explore the views of creative leadership, organization resilience, and cultural change in developing tourism in rural communities in Anhui, China.

The research found that community tourism stakeholders have a high level of concern about creative leadership, cultural change, organizational resilience, and positional leaders' model effective practices. Creative leadership is essential to tourism development, cultural change faces barriers, organizational resilience is set up to grow and remain flexible, and positional leadership has the power to influence others and motivate colleagues for the greater good of the organization. Community stakeholders agree that tourism can help protect and pay for historic and cultural sites, inspire new projects, and support community through knowledge programmers. The average value of the 35 measurement items is 2.38 and 3.80, indicating low data dispersion. Community tourism stakeholders have a high level of concern about creative leadership, cultural change, organizational resilience, and the power to influence others. To address these concerns, they must prioritize innovative leadership strategies, invest in technology systems that are scalable and adaptable, and leverage their collective power to influence policymakers.

2) To examine the impact of creative leadership, organization resilience, and cultural change on developing tourism in rural communities in Anhui, China.

Exploratory factor analysis is used to measure the structural validity of a scale, with the KMO value of the developing tourism scale being significantly greater than the standard 0.70, the Bartlett's sphericity test value being 988.477 and the significant sig value being 0.000..



The results of exploratory factor analysis showed that the KMO value of the creative leadership scale was significantly greater than the standard 0.70, the Bartlett's sphericity test value was 374.577, and the significant sig value was 0.000. The principal component analysis method was used to extract 1 common factor with eigenvalues greater than 1, and the cumulative sum of squares of rotation was 65.639%. Confirmatory factor analysis is a statistical analysis of survey data used to test whether the relationship between a factor and the corresponding observed variable conforms to the theoretical relationship pre-set by the researcher. The average variance extraction was used to measure the convergent validity and discriminant validity of each latent variable.

The ratio of chi-square to degrees of freedom is greater than 1 and less than 3. The χ^2/df of this paper is 2.551, which meets the judgment standard, indicating that the model fits well. The NFI (Normed Fit Index) is the benchmark fit index, which is equal to 1 minus the preset model difference. The CFI (comparative fit index) is a comparative fit index, and the value is between 0 and 1. In this paper, the NFI was 0.979, which is in line with the general standard, and the TLI (Tucker-Lewis's index) was 0.981.

The overall fit of the model is good, with the NFI being the benchmark fit index and the TLI being the comparative fit index. The model's running fitting index is 2.276 and the fitting indicators meet the requirements. AMOS21.0 software was used to analyze the path of the model to obtain the path coefficient and critical ratio (CR). The main effect hypotheses tested were the relationship between CLS and OR, CCS and OR, and ORS and DT. The path coefficient of CLS on OR was 0.388 and the C.R. value was 4.734, corresponding to a significant P of 0.001. The hypothesis of CCS having a significant positive effect on OR and ORS having a positive effect on DT was established.

3) To examine the organization resilience positively mediates among the links of the creative leadership, cultural change and developing tourism in rural villages in Anhui, China.

This study determined the views of creative leadership, organization resilience, and cultural change in developing tourism in rural communities in Anhui, China. The mediating effect of these factors on the relationship between creative leadership, organizational resilience, and development tourism is 0.005, corresponding to a 95% confidence interval of [-0.005-0.047].

Qualitative Research

This paper examines the relationship between qualitative, quantitative, and theoretical study findings on the impact of creative leadership on tourism development in rural communities in Anhui, China. It implies that creative leadership is essential for tourism development; that community leadership must prioritize product quality, accessibility, infrastructure, talent, and investor interest; that community members interact actively; that other organizations support the community; that organizational resilience is set up to grow and remain flexible; and that cultural change faces challenges. In Anhui, China, tourism growth necessitates innovative leadership that focuses on quality products, accessibility, infrastructure, talent, and investor interest. Community members must interact and other groups must assist to promote growth and resilience. Cultural change may encounter roadblocks, but organizational resilience is necessary for long-term success. The researcher conducted hypothesis testing on the conceptual model proposed and eliminated untenable hypotheses.



The final structural model is shown

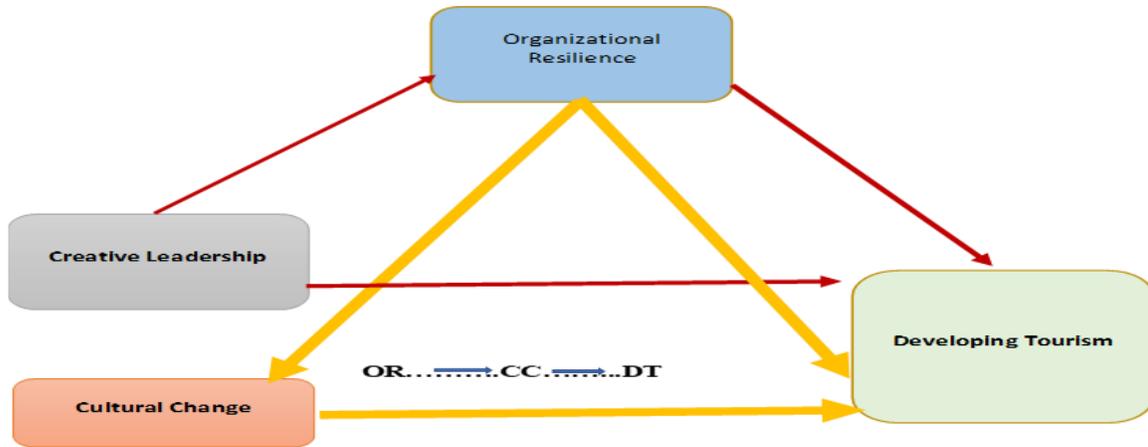


Figure 4 The relationship between organizational resilience and creative leadership, cultural change, and tourism development in rural villages in Anhui, China

Discussion

According to quantitative and qualitative research, there is a strong correlation between creative leadership and the development of rural tourism in communities, particularly the leadership of rural community leaders who must adapt to changing cultures. It is clear from this section that the element that drives leadership change is changing culture. Creative leadership is linked to rural tourism development, and resistant organizations can contribute by supporting adaptive capacity building. This research found that being a culturally aware and adaptable leader has a 0.064-point effect on rural tourism growth in China's Anhui Province, while the mediated impact of organizational resilience had a 95% confidence interval of 0.016-0.122. Resilience in an organization is influenced by its social, cultural, and leadership networks, and readiness is a defining feature of a recoverable organization. Creative leadership is linked to rural tourism development, and resistant organizations can contribute by supporting adaptive capacity building. This research found that being a culturally aware and adaptable leader has a 0.064-point effect on rural tourism growth in China's Anhui Province, while the mediated impact of organizational resilience has a 95% confidence interval of 0.016-0.122. Resilience in an organization is influenced by its social, cultural, and leadership networks, and readiness is a defining feature of a recoverable organization. The findings of the study suggest that leadership plays a significant role in driving rural tourism growth in Anhui Province. However, the impact of leadership is not direct but rather mediated by the organizational resilience of tourism companies. This resilience is influenced by various factors, including social and cultural networks as well as leadership networks. A key feature of resilient organizations is their readiness to recover from setbacks and adapt to changing circumstances. By investing in these factors, tourism companies can enhance their resilience and ultimately drive growth in the rural tourism sector of Anhui Province.

The research results stated that leadership is a necessary condition for success, and behavioral leadership theory suggests that leaders who are strong, guiding, and innovative may invigorate their followers and bring together the efforts of high-performing groups. Organizational



resilience is essential for success, as it is the ability of an organization to adapt and respond to unexpected challenges and disruptions while maintaining its core functions. To be resilient, organizations must take stock of the big picture and have the flexibility to adjust to novel situations in a complex, dynamic, and interconnected setting. To be prepared for whatever the future may bring, organizations must be open to new ideas, embrace change, and seek out opportunities for growth and improvement. Resilience in an organization is influenced by its social, cultural, and community leadership, and this research supports the findings of many other researchers. Liu, Y. et al. (2021). found that readiness, accountability, flexibility, and cooperation are the five characteristics of a recoverable organization. The availability of internal resources is the single most important factor in determining organizational flexibility. Organizational flexibility requires a deep understanding of group dynamics and the ability to foster positive interactions between businesses. Capitalizing on social business strategies is also key, as it enables organizations to leverage their networks and resources to adapt quickly to new challenges. Dedication to work is essential for building resilience and ensuring teams are able to fix major flaws and pivot in response to changing circumstances. By prioritizing organizational flexibility, businesses can position themselves for growth and stay ahead of the curve in an increasingly competitive marketplace.

Suggestions

This study yielded valuable insights into creative leadership, cultural change, and organizational resilience in the context of rural tourism development. It found that effective leadership is essential for fostering innovation and adapting to changing circumstances, while cultural change and organizational resilience are important factors in promoting tourism development. Further research is needed to build on these insights.

1) Based on research about the link between creative leadership and tourism development, leaders in rural communities should be taught how to use local resources to make money. As a result, the researcher is encouraged that the findings can be applied to the development of community leaders in relation to tourism, as well as the development of leadership resilience as a result of cultural changes that have spread into the community, and that tourism in the community can generate income for the entrepreneurial community and tour groups that bring tourists.

2) According to the results of a study that looked at how culture changes and how the tourism industry grows. Rural communities are important as they have an effect on the growth of economic, social, cultural, and environmental development. Increased participation of tourism stakeholders is needed to promote awareness and generate more tourist innovations.

3) According to research, resilient organizations have an impact on the culture, change, and development of rural community tourism. Rural community leaders should create a community management system that balances economic development with cultural preservation to sustain economic growth and preserve their unique identity. This includes involving local residents in the decision-making process and providing them with training and resources to become active participants in the tourism industry. Further research

1) In the future, researchers should use a multi-faceted approach to their research to gain a more comprehensive understanding of the relationships between leadership, organizational



resilience, and cultural change in the tourism industry. This can help inform effective strategies for improving leadership, resilience, and cultural change.

2) The influencing factor model of developing tourism in rural communities is an important area of research, but there are still many unexplored mediating and moderating variables that could have a significant impact on the cultural transformation in the digital age. Understanding how leaders can manage cultural differences and foster creativity in diverse teams can help organizations succeed in today's global marketplace.

3) Researchers should use a multi-faceted approach to research to gain a more comprehensive understanding of the relationships between leadership, organizational resilience, and cultural change in the tourism industry. There are still unexplored mediating and moderating variables that could have a significant impact on cultural transformation in the digital age.

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