THE IMPACT OF CREATIVE LEADERSHIP, ORGANIZATIONAL RESILIENCE, AND CULTURAL CHANGE TOWARD DEVELOPING TOURISM IN RURAL COMMUNITIES IN ANHUI, CHINA

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ABSTRACT

Rural communities are open systems that include numerous types of capital, including ecological, economic, social, human, cultural, and symbolic capital. Tourism-wise, the development of rural tourism encourages both direct and indirect investment in rural regions. Proper management of local community funds through tourism development affords the opportunity to capitalize on the synergy relationships of local capital. The promotion of tourism as a growth pole can be beneficial for economic development in a variety of ways. Rural tourism helps to maintain a sense of depth in a world that is becoming increasingly homogenized. This is because rural areas tend to retain more of their individuality and character. The appeal of a tourist attraction is largely derived from the image that is conjured up in one's mind.

China's rural cultural tourism has been developing at breakneck speed in recent years. Despite the fact that managing rural tourism businesses requires comprehensive abilities, rural women are, in most cases, impoverished and have a low level of education. Rural tourism can help to develop in a way that is both environmentally and socially responsible. Tourism in rural areas offers advantages not seen in other industries. It has the potential to actively contribute to the continued economic vitality and social cohesion of rural communities. The introduction of tourist villages will force the rural civil society to react quickly to the social recovery order in the middle of a natural environment. If this plan is going to work, the success of a tourism strategy for development shouldn't just be measured by the number of new links. The growth of rural community tourism is linked to the study of creative leadership, cultural change, and flexible organizations.

Keywords: Rural communities, Rural cultural tourism, Creative leadership, Cultural change

INTRODUCTION

In open systems, eco-economic, social, human, cultural, and symbolic capital support rural socioeconomic growth (Casado-Daz et al., 2014; Benson, 2014). Cash becomes physical and intangible assets (Garrod et al., 2006:180; McClinchey & Carmichael, 2010; Eimermann, 2016). Rural communities' financial resources and best practices may promote tourism destinations and non-agricultural activities through promoting local traditions, customs, and

lifestyles. Show local customs. Make a great tourism website. Investment in rural tourism increases local capital (Schmallegger et al., 2011). Tourist development helps small towns capitalize on local capital synergy, diversify employment and income, and improve rural inhabitants' quality of life through establishing direction and growth strategies. Community, regional, and direction plans can do this (Zahra & McGehee, 2013; Su et al., 2019). Emerging nations' top tourist attractions include national parks, wilderness, mountains, lakes, and historical and cultural monuments. Rural economies need tourism. Tourism cannot overwhelm rural areas, especially in emerging nations. The rural Midwest will remain unimportant. Ecotourism requires economic growth. Product quality, accessibility, infrastructure, talent, and investor interest affect tourism growth regardless of location. Rural areas are the hardest hit. Political and institutional obstacles like the difficulty of administration in low-population areas, the lack of policy coordination between rural development and tourism development, and central governments' low priority for rural areas may make these challenges harder, especially in developing nations. Need solutions. Rural tourism has several purposes. Tourism may boost the GDP. After an agro-industrial collapse, diversifying a distant or marginal agricultural area into adventure or cultural tourism, etc. Globalization doesn't diminish rural tourism. Rural communities are more distinct (Tanahashi, 2010). Tourism promotion may improve a nation's image and reduce congestion at popular sites. Tourism's economic benefits, especially for rural populations adapting to globalization, may explain why governments promote it. Rural, underprivileged nations suffer most. Tourism research has explored authentic and inauthentic visitor experiences and how attractions, cultures, and locales are promoted after three decades of rural economic decline. Explore attractions, civilizations, and regions' imagery. Destination images and how they are developed attract tourists. Experience and other sources shape the imagined image. Visualization affects site selection. The appeal depends on several factors. Tourists, investors, and staff are being relentlessly marketed to. Rural places have traditionally drawn tourists. Regions have attempted Villages differ. Many authors have contested the idea of a rural area, which most people perceive but cannot articulate. Ashley and Maxwell say rural places have cheap land, many farmers, and significant transaction costs due to distance (2001).

Many nations' export earnings come from tourism, which has contributed 10% to the world's GDP for decades (World Travel and Tourism Council, 2020). Tourism strengthens national economies. Economic downturns, terrorism, natural catastrophes, and lethal diseases affect the firm due to its social commitment. Innovators welcome employee input. Leaders inspire creativity. Creative leadership fosters innovation. The economy needs ongoing innovation. Innovation can save companies. Leadership inspires creativity. Creative leadership requires perspective and goals. Innovative business leadership helps the planet. Creative leaders encourage goal-driven innovation, entrepreneurship, and others. Creative leaders lead. Creative leadership helps organizations adapt to changing market conditions and use new commercial approaches, enabling optimal futures. Participatory value and triple-bottom-line services demand participants to create, critically evaluate, experiment, widen their vision, cooperate, take calculated risks, adapt, and work hard (for the planet, people, and profit). Global inequality, planet survival, and linked revolutions need new leadership. New leadership is needed. Einstein believed that today's problems demand creative solutions. 21st-century

leaders need creativity. Creative leaders are the best. It collaborates and saves the earth. inspiration and values. The company's strategy is ethics and motivation. Thus, creative leadership solves problems in new ways. It refers to those who can provide direction to their teams when everything is changing and new approaches are unknown. Creative leaders have seven traits: Leadership matters. Problem-solving requires creativity. Creative leadership differs from management. They promote huge dreams. They promote creativity and career exploration. Under this management style, supervisors hold concept competitions and other activities to promote creativity and teamwork. Creative workers exist. 2) Innovators always seek feedback. Innovators love team ideas. Managers evaluate team members' new ideas. Insightful feedback. Honesty matters. Accepting and embracing criticism helps solve business problems. They think collaboration drives employee feedback, corporate success, and cooperation. Creative leaders anticipate UNWTO redefined "cultural tourism" (UNWTO: 2017). Cultural tourism demands it. Cultural tourism. Cultural tourism includes art, architecture, history, culinary heritage, literary heritage, musical heritage, the creative industries, and cultures that use their lifestyles, value systems, beliefs, and traditions as a material, intellectual, and spiritual-cultural framework and emotionally bind the community (UNWTO: 2017). The new crown plague raises safety and economic concerns. Some companies withstand environmental concerns; others fail (Ishak and Williams, 2018; Ma et al., 2018). Organizational resilience may anticipate and resolve environmental unpredictability, transform risk into safety, and enhance firm sustainability (Ortiz-de-Mandojana and Bansal, 2016).

Cultural tourism includes natural tourism. Cultural tourism has fascinated academics and companies. Cultural tourism It uses cultural heritage assets to provide visitors with goods that preserve culture and help the economy and society. Cultural trips are prepared. Cultural tourism celebrates and maintains human culture. 1) Recognizing capacity and maintaining regular communication Community-oriented Justice CT staff continuity should be localized. 8). Richter, 2019. six cultural tourism factors: geography, tourism, infrastructure, policy, people, and products and services. Organizational resilience, innovative leadership, and cultural transformation affect rural tourism in Anhui, China. This study collected qualitative and quantitative data. The project will benefit participants and rural tourism. Rural development academics benefit. Thus, studying the causal model of creative leadership boosting rural tourism will help academics and practitioners. Rural tourism scholars and marketing and development organizations benefit.

Creative leadership is the ability to create and realize innovative solutions especially in the face of structurally complex or changing situations. Sohmen's (2015) research argues that good creative leaders consistently develop the following characteristics in themselves: leadership styles and perceptions, understanding of different cultures, individual and team motivations, and interpersonal skills. The majority of cultural shifts are a communal response to a movement. Cultural capital gives the process economic asset value such as adhocracy culture, clan culture, hierarchal culture, and market culture.

Anhui is a province with political tradition in China's government system. It has 16 cities,

62 counties, 43 county-level districts and 1,522 townships. Anhui cuisine is known for its use of wild game and herbs, both land and sea. Rural tourism encourages local communities to revive and preserve their traditions, crafts, traditional festivals, architecture, food and other practices unique to their respective cultures. It allows travellers to connect closely to the local community they visit. This year, according to the Ministry of Tourism, the theme is – 'Rural and Community Centric Tourism', to focus on rural tourism.

LITERATURE & THEORY

1.Tourism in Rural Communities in China
1.1 Anhui in China

Ancient Anhui. 65-year-olds rose from 5.4% to 10.2%. Anhui had 11.8874 million seniors in 2017. (2018). In 2016, one of Anhui's top ten poverty alleviation projects identified, assisted, and managed poverty alleviation goals in underprivileged families from poverty-stricken districts. (Luo H., 2017, Sichuan Normal University). Since it modernized China's health system first, Anhui leads western China's healthcare. (2013). This study assessed the reliability and validity of a quality of life measure among elderly poor people in rural Anhui, China. Solutions have been found for impoverished rural elderly people's sociodemographic features that affect their quality of life. Farmer rehabilitation, production, agriculture, healthcare, and global mobility plague rural China. China's industrialization requires agricultural workers and farmers. Huangmeixi, a popular Anqing opera. Huiju, a southern Anhui Huizhou opera, was revived in the 1950s. Central Anhui, from east to west, has luju opera. The eight notable Chinese cuisines include Anhui. Easy-to-prepare Anhui cuisine uses land- and sea-borne wild animals and plants. The best Chinese calligraphy paper and ink are made in Anhui's Xuanzhou and Huizhou. This study showed that travelers' material and intangible cultural resources influence culture. Tourists may use anything. Creative leadership, organization resilience, and culture transformation in rural tourism in Anhui, China, are examined in a cultural capital research study. Anhui, China, hosted this study (Garrod et al., 2006:180; McClinchey & Carmichael, 2010; Eimermann, 2016). Rural tourism boosts local capital. Tourism promotion may improve a nation's image and reduce congestion at popular sites. These include recovering an area after agro-industrial collapse or diversifying a distant or marginal agricultural area into adventure tourism. Many authors have contested the idea of a rural area, which most people perceive but cannot articulate. Rural locations have cheap land, many farmers, and high transaction costs due to distance. Tourists, investors, and staff are being relentlessly marketed to. Creative leadership solves problems in novel ways (UNWTO, 2017; Ishak and Williams, 2018; Ma et al., 2018; Ortiz-de-Mandojana and Bansal, 2016). It refers to those who can provide direction to their teams when everything is changing and new approaches are unknown. Innovative leadership requires seven qualities. Accepting and embracing criticism helps solve business problems (Zahra & McGehee, 2013; Su et al., 2019; World Travel and Tourism Council, 2020).

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Tourists' material and intangible cultures change. China has targeted rural poverty since 2015, with the goal of lifting around 70 million rural poor by 2020. (Sichuan Normal University, Luo H. 2017). China's rural slum elderly and outdated old-age security system are unhealthy. The quality of life of impoverished rural elderly Chinese is a major public health issue. China's rural slum seniors and outdated old-age security system imperil their health. "Healthy China 2020" impacts rural Chinese seniors' health (Health China, 2020). Thus, studying the quality of life of impoverished rural elderly in China is a crucial public health issue that impacts health and old-age security policy. Rural Chinese seniors live worse than the educated.

1.2 The Importance of Rural Tourism

Rural tourism is a type of tourism in which visitors actively participate in a rural lifestyle. Examples of rural tourism include eco lodges, homestays, farms, and ranches. In wealthy nations, it makes relaxation and leisure possible, which is a welcome relief from hectic lifestyles (Jose Maria Lopez-Sanz et al., 2021). Rural tourism occurs in non-urban (rural) areas that have the following characteristics: low population density, a landscape and land use dominated by agriculture and forestry, and a traditional social structure and way of life (Mousavi et al., 2016; Iki and Jovanovi (2015). Rural tourism can be defined as any type of tourism that takes place in rural areas. The following elements contributed to the success of innovative tourist management: Richards (2010).

Figure 1 Elements contributed to the success of innovative tourist management
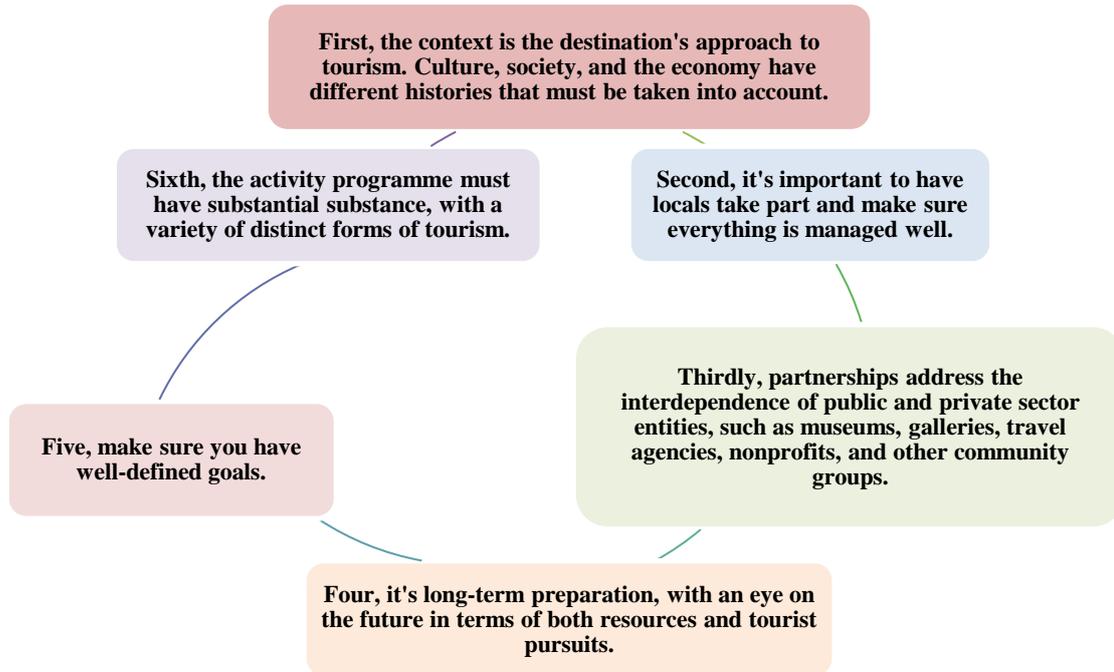
From the concept of creative tourism potential, it can be concluded that the important elements of potential assessment are considered in terms of:

Figure 2 Elements of potential assessment
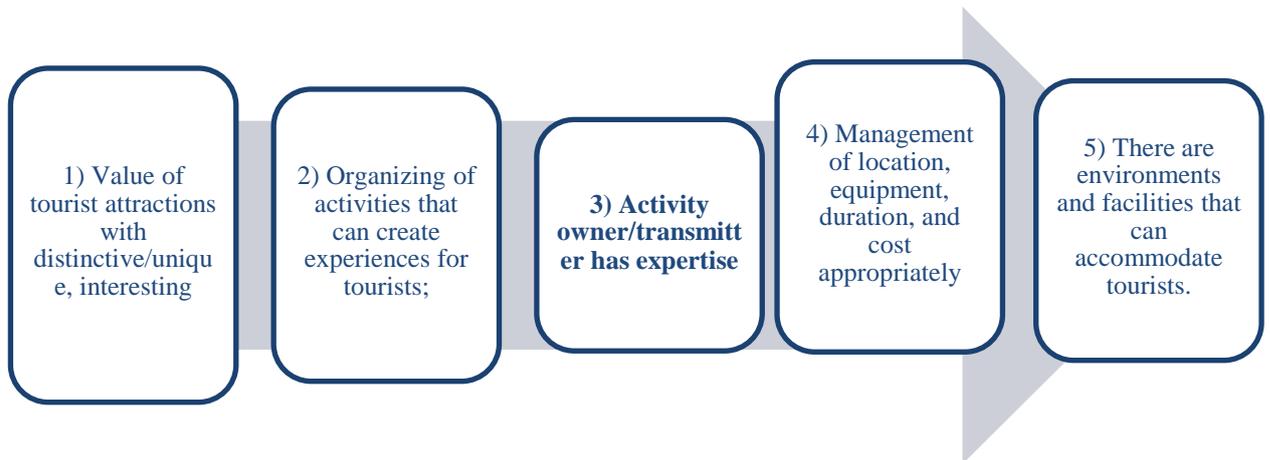
From the above concept, the researcher adopted it to assess the potential of creative tourism activities to be used in the development of creative tourism (World Tourism Organization (UNWTO), 2021), which might contribute to the sustainable development of the most depopulated rural regions (Marzo-Navarro, 2017).

According to China Tourism Surveys, the economy will grow. Tourists may prefer sightseeing over luxury vacations and shopping. (2017). Modern tourism values authenticity. Body-and-spirit packages and unique souvenirs make vacations more memorable. Vacations revive. Informed customers want real vacations. Tourism values skill above knowledge. Tourists sell and buy. Richards likes creative classes and tourism (2011). They pioneered tourism in 2000. Creative tourism allows tourists to experience local culture, events, and communities. Wanderlust. "Creative tourists" seek "identity creation" and "self-development" via cultural immersion. Cultural tourism utilizes local skills. Drawing, weaving, pottery, cooking, traditional music, and dancing teach history, culture, and lifestyle. Creative travelers dominate creative tourism research. Ali, Kisang, & Hussain (2015); Telan (2018) China's tourism. Tourism affects government policy, economic transformation, regional development, international relations, cultural history, and national identity. 1979's Deng Xiaoping allowed tourism. Deng's 1978 "Open Door" policy hurt Chinese and international tourism. Poor water infrastructure makes most Qiunatong homes expensive and waterless. Tourism-based rural community development requires bottom-up engagement. Few local policies or institutions assist tourist expansion. Tourism maximizes despite constraints. Villagers must prepare and regulate tourists to counter their demands. Help productive groups, not the impoverished. promote growth-friendly community members.

Literature values riches. Rural economics and business explore social capital. Corporations and social capital affect rural resilience. (Ali & Yousuf, 2019; Lang & Fink, 2019; Roxas & Azmat, 2014). (Morrison & Ramsey, 2019; Pratono & Sutanti, 2016; Steiner & Atterton, 2015; Steiner & Teasdale, 2016; Haugh & Talwar, 2016). Northern research examines hybrid social and rural enterprises. North takes. Social enterprises address rural issues holistically. Local customs support these enterprises. Rural enterprises weather shocks through culture, social capital, and structure. Steiner, Teasdale, 2019). comparing social rural enterprises. Swedish

community-supported social rural enterprises Many hate UK laws (Richter, 2019). Rural social businesses rule China. Social rural enterprises confront labor shortages and economic growth. Social rural enterprises face two issues. Social rural enterprises investigate agriculture, resilience, and innovation (Richter, 2019).

Rural entrepreneurship boosts revenue, administration, and responsibility (Susilo & Purnamasari, 2016). (2015). Social entrepreneurship's economic advantages are understudied. Social capital increases performance (Moscardo, G., E. Konovalov, L. Murphy, N. G. McGehee, and A. Schurmann, 2017). Trust and cooperation develop social capital. Both create communities. (Pramanik, Ingkadijaya, Achmadi, 2019) Relationships encourage collaboration. Poor connectivity hinders infrastructure, advertising, security, leadership, and tourism. Trust or teamwork concerns cause these challenges. (2017). Growth-focused thinking hurts rural places. Unequal tourist costs and benefits, fewer local jobs, greater rural-to-urban economic leakage, and environmental and sustainability challenges ensued. Tourism increased investment in big cities, which often have the lowest poverty rates in Yunnan.

1.3 Creative Leadership Concepts

This article suggests a theoretically-based model of community leadership based on a thorough review of the literature on leadership. Leaders cite the following qualities as essential for effective leadership: strong ethics and high moral standards; great self-organizational abilities; and excellent communication skills. According to leadership studies, ethical, moral, cultural, visionary, and instructional leadership have emerged in recent years. The idea of leadership may be broken down into its component parts, one of which is community leadership (Yukl, G.A., 2002). Community leaders are not necessarily elected to their positions, and in most cases, they do not have any legal powers (Genc, 2013). Behavioral leadership increases the judgment and concentration of leaders. According to contingency leadership, leaders can succeed in any circumstance. The characteristic theory proposes that leaders are exceptional. Hierarchical meritocracies exercise power. Leaders

Leadership development must be considered and implemented before a firm can increase its human resources and competitive advantage (Lamm, Carter, and Lamm, 2016). There is a clear demand for startup leadership development (SLD) due to the fact that new businesses struggle to bring on new staff members. According to Carroll and Hannan, SLD procedures have the potential to significantly reduce the high percentage of starting failures. McCall and Hollenbeck (2008) bring research-based conclusions from the technical literature to the process of leader development in practice. Diverse experience that is gathered over a period of time is vital to the development of leaders. Cianciolo, Antonakis, and Sternberg (2004) suggest that effective leaders have acquired tacit knowledge. The study of how to become a better leader is going through a phase of field definition. Researchers need to take a more comprehensive look at the journey taken by leaders from beginning to end. Longitudinal studies that track the evolution of a leader over the course of time would be intriguing. All companies need new leadership and organizational skills to succeed in today's turbulent, unpredictable, complex, and confusing environment (Van Velsor et al., 2010; Yukl, 2010). Creative leadership has been used by scholars since the 1950s to describe a strategic approach to possibilities and challenges

that limit learning at all levels. It's about seeing, thinking, and acting differently to better students' lives. Creative leaders can inspire, elicit, and integrate high-quality team contributions (Nikravan, L., 2012; Stoll, Louise; Temperley, Julie, 2009).
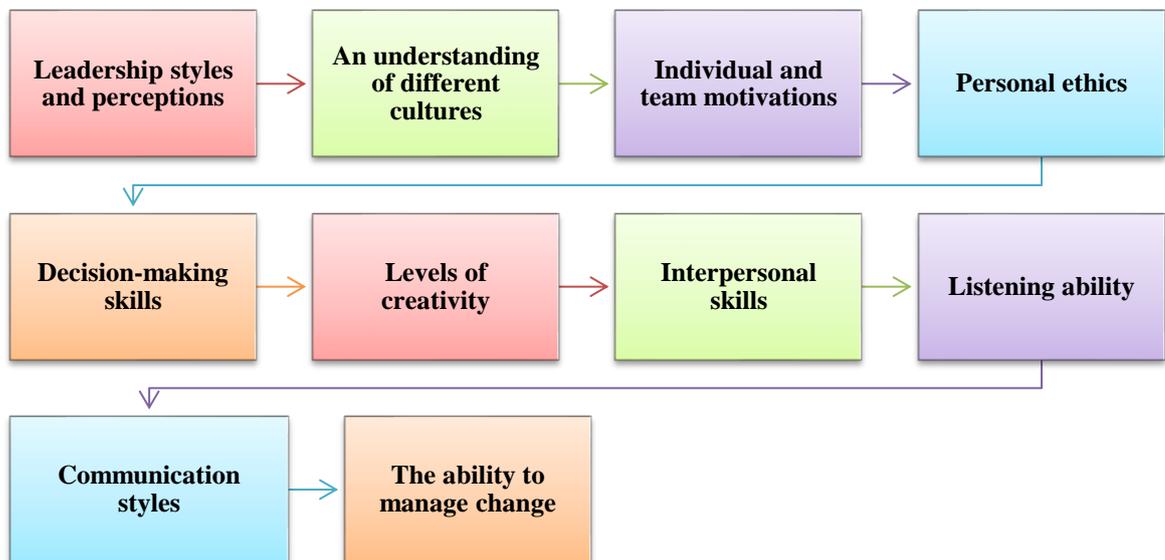
According to Ball (2015), the five fundamental capabilities necessary for effective creative leadership are acting with passion and purpose, using an explorative attitude, imagining a better future, coordinating creative teams, and leading breakthrough transformation (Ball, Rajiv, 2015).

Figure 3   The five fundamental capabilities necessary for effective creative leadership

Acting with passion and purpose	Using an explorative attitude	Imagining a better future	Coordinating creative teams	Leading breakthrough transformation

According to the research that was conducted by Sohmen (2015), good creative leaders consistently develop the following characteristics in themselves:

Figure 4   Good creative leaders consistently develop

Leadership styles and perceptions	An understanding of different cultures	Individual and team motivations	Personal ethics
Decision-making skills	Levels of creativity	Interpersonal skills	Listening ability
Communication styles	The ability to manage change		

Source: Sohmen (2015)

Through empowerment, improvement, and enterprise, creative leadership produces and executes new ideas. Creative leadership's goal is to be flexible enough to inspire others to innovate and be entrepreneurs. Creative leadership boosts productivity, success, and

innovation. However, that's the outcome—what about the beginning? Creative leadership is a pivot that teams lacking devotion, vision, or experimentation require. Because creative leadership enables teams to pivot creatively (Gyzel Pialat, 2020). Creative leadership requires this. Creative leadership would provide each employee more authority, optimism, and resourcefulness, helping failing businesses adopt new viewpoints. Creative leadership benefits failing businesses that require new perspectives. Corporate values are creativity, honesty, and global thinking, in that order. Creative leadership promotes all three (Gyzel Pialat, 2020).

The higher the level of complication that a leader must navigate, the more thoroughly their abilities will be put to the test. A top-tier leadership structure will invest in a wellness program, encourage healthy living and exercise, get people to drink more water, hire a counsellor, and make sure they feel well at work. This means utilizing the strengths of complementary skill relationships, educated decisions, and wisdom of the group as a whole. The first step in accomplishing this goal is frequently as simple as sitting down to eat meals together.

1.4 Organization Resilience Concepts

Types of resilience Resilient organizations are prepared, adaptive, collaborative, trustworthy, and responsible. All five attributes must cooperate. Organizational resilience is affected by resources, capabilities, connections, communication, social capital, strategy, learning, and work passion. Scholars believe organizational resilience depends on an organization's grasp of the situation, control of critical vulnerabilities, and ability to adapt in a complex, dynamic, and interdependent environment (Yingqi Liu, Ruijun Chen, Fei Zhou, Shuang Zhang, and Juan Wang, 2021). Organizational resilience is still poorly defined by academics. The literature shows that organizational resilience is diverse, cross-level, and complicated. Organizational resilience has two main views. "Dynamic perspective" academics They suggest characterizing organizational resilience as a dynamic capability or development process that can be cultivated. Second, researchers with a "static view" identify organizational resilience as an ideal attribute possessed by an organization or a coping outcome attained, recommending a functional and outcome approach. According to process-oriented scholars, organizational resilience evolves dynamically. The organization adapts to a hostile environment during this phase. According to scholars, organizational resilience is a multi-skilled, dynamic competence. An organization's endurance, coping, development, learning, prediction, and survival abilities are among these. The connotation and properties of several resilience concepts are shown in Table 1.

This is the functional perspective on the concept of organizational resilience.

Table 1 Characteristics of different resilience concepts

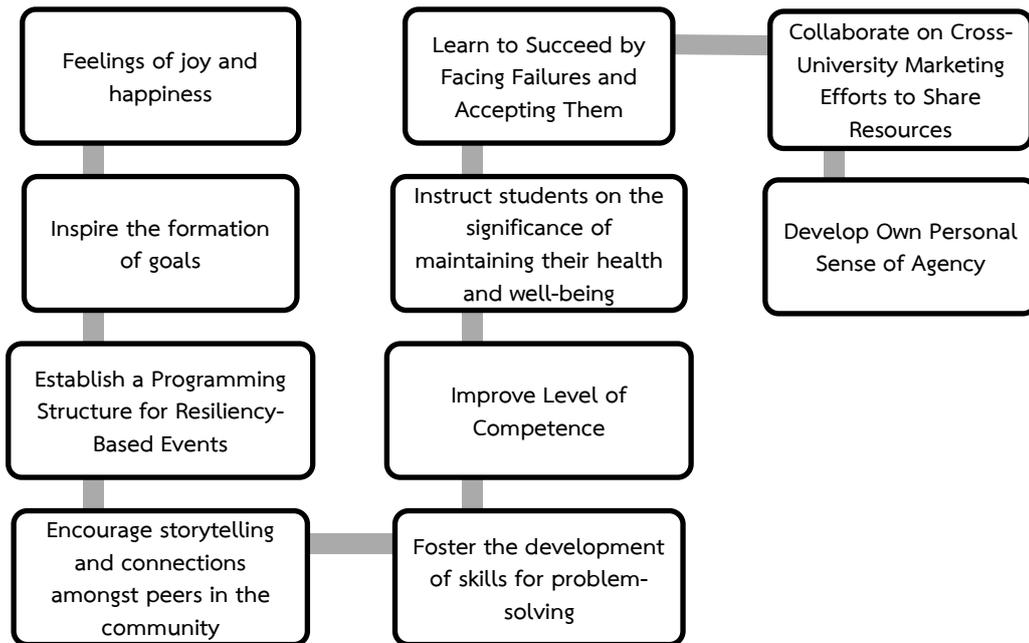| Category of Resilience	Connotation	Characteristics	Applicable Object
Engineering Resilience	The ability of a system to recover or return to its original state after a shock or disturbance. The concept emphasizes the equilibrium stability of the system state after a response (Walker, 2006)	Recoverability, single equilibrium, static stability	Physical System and Engineering System

Category of Resilience	Connotation	Characteristics	Applicable Object
Ecological Resilience	The possibility of the system developing to another state after a disturbance (which may be lower than the original equilibrium state, may decline, or may move to a better state), it emphasizes the multiple stability of the system (Simmie and Martin, 2010)	Intermittent equilibrium, multiple equilibria, dynamic stability	Ecosystem
Adaptive Resilience	Systems minimize the impact of shocks or disturbances by mutual adaptation and co-evolution after being subjected to a shock or disturbance. The concept emphasizes the adaptive capacity of the system (Martin, 2012)	Complex adaptation, non-equilibrium, dynamic evolution	Organizational System and Economic System

Source: Yingqi Liu, Ruijun Chen, Fei Zhou, Shuang Zhang and Juan Wang (2021)

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The following are ten recommendations that can help organization become more involved and develop more resilience:

Figure 5 Organization become more involved and develop more resilience

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┌─────────────────┐      ┌─────────────────┐      ┌─────────────────┐
│ Feelings of joy │      │ Learn to Succeed│      │ Collaborate on  │
│ and happiness   │      │ by Facing       │══════│ Cross-          │
│                 │      │ Failures and    │      │ University      │
│                 │      │ Accepting Them  │      │ Marketing       │
│                 │      │                 │      │ Efforts to Share│
│                 │      │                 │      │ Resources       │
└─────────────────┘      └─────────────────┘      └─────────────────┘
        │                        │                        │
┌─────────────────┐      ┌─────────────────┐      ┌─────────────────┐
│ Inspire the     │      │ Instruct        │      │ Develop Own     │
│ formation of    │      │ students on the │      │ Personal Sense  │
│ goals           │      │ significance of │      │ of Agency       │
│                 │      │ maintaining     │      │                 │
│                 │      │ their health    │      │                 │
│                 │      │ and well-being  │      │                 │
└─────────────────┘      └─────────────────┘      └─────────────────┘
        │                        │
┌─────────────────┐      ┌─────────────────┐
│ Establish a     │      │ Improve Level of│
│ Programming     │      │ Competence      │
│ Structure for   │      │                 │
│ Resiliency-     │      │                 │
│ Based Events    │      │                 │
└─────────────────┘      └─────────────────┘
        │                        │
┌─────────────────┐      ┌─────────────────┐
│ Encourage       │      │ Foster the      │
│ storytelling    │══════│ development of  │
│ and connections │      │ skills for      │
│ amongst peers   │      │ problem-solving │
│ in the community│      │                 │
└─────────────────┘      └─────────────────┘
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Source: Stephanie Chandra, (2021).

1.4 Culture Change Concepts

The concept of culture is open to interpretation by a wide range of individuals and groups. It is most usually used to refer to the collection of effects on how people view the world(David Knott, 2010). Cultural change is especially important in policy domains where attitudes, beliefs, and ambitions exert a major influence on behavior. The overriding narrative shaped sentiments toward enduring peace in Northern Ireland throughout the previous decade. Understanding the environmental conditions under which cultural capital is produced, how it grows over time, and how it effects behavior is emphasized (Groh, Arnold, 2019).

It offers policymakers with a framework for formulating policies where cultural capital impacts are prominent. One of the most significant issues that executives face today is the implementation and management of corporate culture transformation. They recommend reinforcing sustainability throughout policy narratives and using schools and the voluntary sector to promote environmental messages. Some of the causes behind people's aversion to change are as follows: lack of motivation, fear of the unknown, loss of privileges, increased duties, and increased duties. There are a number of reasons why a company could contemplate altering its organizational culture (Rein, Raud, 2016, O'Neil, Dennis, 2006).

In order for organizations to remain competitive, seize newly available opportunities, or confront developing threats, they need to undergo transformation. A new business strategy, such as mergers, acquisitions, or changes in leadership justify a culture shift inside the organization. A company may be forced to alter its organizational culture in response to a financial crisis or a failure in the market. Adjustments to processes, management, or strategies may also be necessary. The benefits associated with a culture revolution surpass those associated with time-consuming and expensive changes (O'Neil, Dennis, 2006). Changing a

company's culture is not only difficult, but also time-consuming and expensive. The benefits associated with the culture revolution surpass these expenses. Due to aversion to change, it is challenging to shift the corporate culture. When key stakeholders, such as employees, oppose the planned changes, the entire change process is jeopardized.

The following are the stages involved in altering the culture of a workplace: (O'Neil, Dennis, 2006).

Figure 6 The stages involved in altering the culture of a workplace (O'Neil, Dennis, 2006).
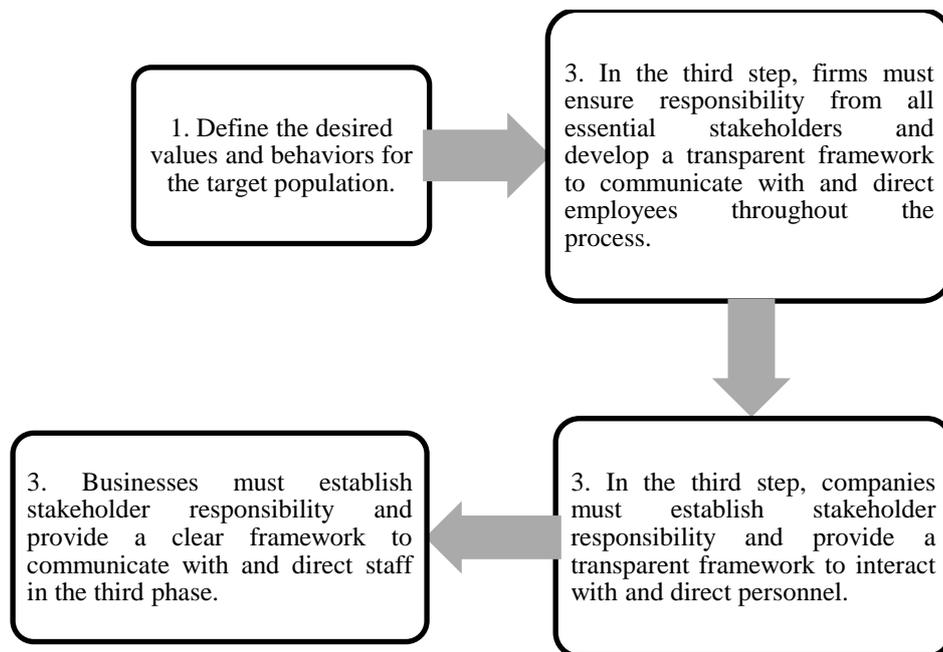
However, cultural change in the workplace is the adjustment of processes, values, beliefs, strategic goals, attitudes, and organizational behaviors linked to a company.

RELATED WORKS

The concept of organizational resilience emerged in recent times yet has been there for quite some time. Resilience is the outcome of complex interaction involving a huge number of components acting at many levels of analysis. It is possible for one to become more resilient, and it is also possible to maintain that training over time. An organization is able to maintain a stronger ability to respond to rapid changes in its environment when the primary human resource parts of the company are coordinated and integrated at the organizational level. The degree to which a corporation is resilient in the face of shocks is directly correlated with the strength of its leadership, social networks, and culture.

The idea of organizational resilience is contingent on the context. The company has to have a mentality that is open to working with other people and cooperative with the outside world.

For the firm to satisfy the needs of its own workers, its organizational structure needs to be malleable and open to change.

China's rural cultural tourism has been developing at breakneck speed in recent years. There is still a lack of comprehension of the most important aspects of rural tourism in China. A variety of scholars have conducted studies on the gender roles of women in tourism, the social division of labor, and other dimensions. Despite the fact that managing rural tourism businesses requires comprehensive abilities, rural women are, in most cases, impoverished and have a low level of education. Establish or strengthen inclusive and gender-responsive social protection systems.

Tourism is an industry that helps rural communities grow in both direct and indirect ways. In line with the Sustainable Development Goals, all of this will be done. An examination of the factors that have the greatest impact on tourist behavior, motivation, and image of the location is going to take place. Rural tourism can help to develop in a way that is both environmentally and socially responsible. Increasing the sustainability of the local people is a direct result of this connection. Analysis of rural tourism has been carried out through the relationship that exists between motivations that move the tourist and the destination's image. Social capital may improve one's quality of life and decrease safety-related anxiety (Matsukawaa, A., and S. Tatsuki, 2018). Through innovative practices, social capital may enhance economic growth. The research on social capital to improve collaboration and trust in creative tourism has not been widely adopted. The establishment and growth of rural tourism are required in order to ensure the preservation of rural areas.

Tourism in rural areas offers advantages not seen in other industries. At the same time, it has the potential to actively contribute to the continued economic vitality and social cohesion of rural communities. The development of sustainable tourism requires cooperation between various economic sectors, including agriculture, forests, water, mineral resources, industry, transportation, and so on, as well as governmental and local authorities. The introduction of tourist villages will force the rural civil society to react quickly to the social recovery order in the middle of a natural environment. The many types of rural tourism each have their own unique effects on the rural environment, but all tend to have the same overall result: they raise the overall level of development in the areas they visit.

The development of rural infrastructure is an essential condition that must be met prior to the development of tourism in rural areas. Resilient leadership and culture help firms manage disruptive circumstances that boost performance. As stated by Tasci (2017), tourism in these places contributes to the sustainability of the local community of tourism in rural areas. Resilient leadership and culture help firms manage disruptive circumstances that boost performance. As stated by Tasci (2017), tourism in these places contributes to the sustainability of the local community. The analysis of rural tourism has been conducted through the relationship between the motivations that move the tourist and the image of the destination. The success of a tourist strategy for development should not just be judged in terms of expanding the number of links if this plan is to become a practical reality.

If rural communities are going to profit from the advantages of tourism, then policies and institutions need to pay a greater amount of attention to developing rural market linkages.

Organizational resilience is defined by outcome-oriented scholars as an organization's ability to maintain a positive adaptive state in the face of adversity. When an organization faces a crisis, it shows its ability to predict, to survive, to adapt, to cope, and to learn. All of these things can be put together to form resilience.

On the basis of the above review of concepts and theories as well as related research, it has been found that the study of creative leadership, cultural change, and flexible organizations is linked to the development of rural community tourism, with gaps in both the studied variables of rural tourism and rural community tourism. This conclusion was reached as a result of the fact that creative leadership, cultural change, and flexible organizations are linked to the growth of rural community tourism.

Figure 3 Relationships between organizational resilience, cultural change. Leadership and rural communities
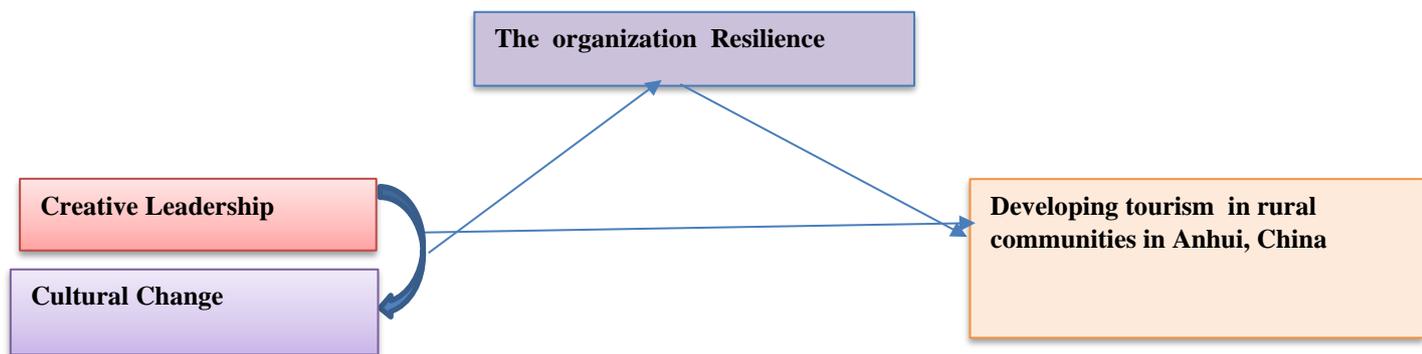
Sources: Ball, Rajiv, 2015; Rein, Raud, 2016, O'Neil, Dennis, 2006; Steiner & Atterton, 2015

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