Resilient Leadership, Institutional Adaptability, and Crisis Communication and Their Role in Emergency Governance in Post-Pandemic Public Administration

Rizwan Ahmed

Department of Business Administration, University of Sindh, Jamshoro, Pakistan
Correspondence Author E-mail: drrizwanphd888@gmail.com

Keywords:	Abstract
Crisis Communication; Emergency Governance; Institutional Adaptability; PLS-SEM; Resilient Leadership.	The COVID-19 crisis laid bare serious gaps in how public agencies handle emergencies, showing that strong leadership, flexible institutions, and clear communication are crucial when faced with emergency situations. This paper looks at those factors together to see how they shape emergency governance in Pakistan, specifically Karachi's public administration after the pandemic. Guided by notions about organizational resilience and adaptive governance, the author used Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze survey data from 263 civil servants. Findings show that resilient leaders boost institutional flexibility and clearer messaging, with both improvements feeding into stronger governance. Institutional adaptability also acts as a partial bridge between leadership and overall governance results. Together, the results underline the need to build adaptable processes and open channels, which enable agencies to respond faster and stay accountable in situations of crisis. The study offers new ideas for governance theory and practical tips for officials trying to upgrade preparedness in fast-growing cities. Future work should test the model in other regions and at different levels of government to see how local context changes the story.

Kata kunci:	Abstrak
Komunikasi Krisis; Pengelolaan Darurat; Kemampuan Beradaptasi Institusi; PLS-SEM; Kepemimpinan yang Tangguh.	Krisis COVID-19 mengungkap celah bagaimana lembaga publik menangani situasi darurat yang menunjukkan bahwa kepemimpinan yang kuat, institusi yang fleksibel, dan komunikasi yang jelas penting dalam menangani situasi krisis. Artikel ini menganalisis faktor-faktor tersebut secara bersamaan untuk melihat bagaimana ketiganya membentuk tata kelola situasi darurat dalam administrasi publik di Karachi, Pakistan pascapandemi. Dipandu oleh konsep ketahanan organisasi dan tata kelola adaptif, penulis menggunakan *Partial Least Squares Structural Equation Modeling* (PLS-SEM) untuk menganalisis data survei dari 263 pegawai negeri sipil. Temuan menunjukkan bahwa pemimpin yang tangguh meningkatkan fleksibilitas institusional dan komunikasi yang lebih jelas, dan kedua perbaikan tersebut berkontribusi pada tata kelola yang lebih kuat. Ketahanan institusional juga berperan sebagai jembatan parsial antara kepemimpinan dan hasil tata kelola secara keseluruhan. Hasil penelitian ini menekankan pentingnya membangun proses yang adaptif dan saluran komunikasi yang terbuka, agar lembaga dapat lebih cepat merespon dan tetap akuntabel dalam situasi krisis. Studi ini menawarkan ide-ide baru untuk teori tata kelola dan tips praktis bagi pejabat yang berusaha meningkatkan kesiapan di kota-kota yang berkembang pesat. Penelitian lebih lanjut perlu menguji model ini di wilayah lain dan pada tingkat pemerintahan yang berbeda untuk melihat bagaimana konteks lokal memengaruhi hasil.

Article info

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1. Introduction

The COVID-19 pandemic has fundamentally reshaped governance around the world, forcing public agencies to act with speed, openness, and efficiency. Emergency management frameworks in many developing countries, however, have shown glaring weaknesses in resilience, adaptability, and clear lines of communication. When leaders could not keep pace with fast-moving developments, or when message silos contradicted one another, delays, missteps, and a loss of public confidence soon followed. Recent research (Hussain et al., 2023; Hussain & Mari, 2023) shows that states led by resilient decision-makers and supported by nimble institutions managed crisis situations far better. Those conclusions point to an urgent need in public administration for adaptive governance models grounded in transformational leadership and strong crisis messaging.

In South Asia, and Pakistan in particular, the pandemic strained health systems and economies while also revealing how fragile administrative structures can be in the face of large-scale shocks. Karachi, the country's largest, most populous, and administratively tangled city, emerged as a crucial case for studying these dynamics. Research conducted by EI Gareh et al. (2025) and Eneanya et al. (2025) flags a rigid bureaucratic mindset, poor readiness, and scattered communication as key barriers to real-world emergency response. Leadership tended to react on the fly instead of planning ahead, resulting in limited foresight, loose coordination between agencies, and minimal engagement with stakeholders. Inside organizations, agility was hampered by outdated procedures, half-prepared crisis plans, and patchy digital tools, as Broadhurst and Gray (2022) observe.

Yet studies also show that resilient leadership, the ability to guide teams under stress, quickly mobilize resources, and shift course on the spot, is a major driver of success in turbulent times (Brousselle et al., 2020; Chatxipanagiotou & Katsarou, 2023). When resilient leaders combine with adaptive institutions that learn, adjust, and reconfigure, and when clear, timely communication flows, the result can transform governance (Dudau et al., 2023; Edwards & Ott, 2023). Fleming (2022) and Hussain (2023) note that Karachi suffered lapses in all three areas, undercutting emergency plans, vaccine roll-out, health messaging, and continuity of education. Even after the government announced sweeping reforms, weak crisis governance and disjointed implementation remain stubborn hurdles, particularly in health, schooling, and city services that serve the public directly.

Though public administration scholars have produced a solid body of theory, few studies actually test these ideas on day-to-day practice in Pakistan's civil service. An integrated model that jointly examines resilient leadership, flexible institutions, and clear crisis messaging most often appears absent, and when it does, predictive methods such as PLS-SEM are rarely applied. Karachi, where the stakes are high but the system's fragile, demands an inquiry into how these components pull together to either bolster or undermine governance in emergencies.

Acknowledging the trio of leadership, adaptability, and communication is common, yet researchers typically review them one by one instead of appreciating their tangled impact on public outcomes. Evidence from Pakistan's largest urban centre hence remains scarce and prevents scholars from extrapolating conclusions beyond Karachi. Facilities in Karachi frequently cling to top-down, dated frameworks, blocking fast response, anticipatory planning, and the trust of local actors. Recent examinations (Hussain, 2023, 2024) uncover glaring gaps between clever policies and on-the-ground action, problems rooted in weak leadership, limited learning, and mixed crisis signals.

In a post-pandemic world that demands speed, toughness, and transparency, Karachi's administration still falters in rolling out joined-up, inclusive responses to emergencies. A clear lack of tested models that show how resilient leadership, flexible institutions, and effective crisis communication work together to shape government action leaves both theory and practice wanting.

In response, this study sets out the following goals: first, to assess how far public officials in Karachi, Pakistan, actually display resilient leadership, institutional flexibility, and strong crisis communication; second, to see how these traits affect the success of emergency governance in a world still adjusting after COVID-19; third, to pinpoint major obstacles that stop existing crisis plans from becoming real, on-the-ground responses; and finally, to build an evidence-based framework that links those three elements and shows how they improve the public sector readiness for and reaction to future shocks.

In an era of heightened expectations for responsive and adaptable government, this study arrives at a moment when public administration theory-and-practice clearly needs fresh ideas. Drawing on data collected from multiple sources, it shows how the personal traits of leaders, the strength of formal institutions, and the quality of crisis messaging intertwine to shape the success of emergency governance. Focused on Karachi's sprawling urban landscape, the research maps a setting where policy delays, overcrowding, and bureaucratic

layers constantly test the machinery of local administration.

By testing an integrated model rather than following a strict cause-and-effect blueprint, the authors offer an analytical lens that speaks directly to the realities of Pakistani megacities. Their evidence-driven approach not only confirms well-known governance concepts but also opens the door to locally relevant solutions rarely found in general textbooks. The work therefore fills an important regional research gap by showing how resilience and adaptability play out in fragile urban systems facing daily shocks. Its findings extend existing public administration scholarship by reframing emergency governance through the combined angles of resilient leadership, flexible institutions, and clear crisis communication.

On the theoretical front, it deepens the conversation around adaptive governance and resilience thinking in the public sector; on the ground, it provides concrete advice that policymakers, public officials, and emergency managers can use. The report pinpoints specific fields where leadership skills should be upgraded, where institutions need reform, and where communication systems should be strengthened so that governance can respond more fairly and efficiently.

To test these ideas, it adopts a quantitative framework and applies Partial Least Squares Structural Equation Modeling (PLS-SEM) to explore how the variables interrelate. Data were gathered through a structured survey completed by 263 civil servants in a range of administrative posts across Karachi, Pakistan. PLS-SEM suits the study because it manages intricate models that include hidden constructs and works well even with modest samples, delivering both explanation and prediction. The technique therefore scrutinizes the direct, indirect, and interactive links among resilient leadership, adaptability, communication, and governance results, yielding actionable insights that stem from solid evidence.

2. Literature Review

Today's emergency governance, as seen during the COVID-19 crisis, is shaped by systemic shocks that call for not only quick institutional moves but also the ability to adapt over time. To explore how resilient leadership, flexible institutions, and clear crisis communication work together, the study leans on three linked theories: Resilience Theory, Adaptive Governance Theory, and the Contingency Theory of Leadership.

Resilience Theory, first put forward by Wildavsky (1988), argues that

organizations able to absorb shocks, learn as they go, and quickly reorganize tend to outlast disasters. Work by Hussain (1988), Horak and Spacek (2024), and Hussain (2025) supports this view in public administration, showing that real resilience means growing stronger rather than simply snapping back; it arises from strategic learning, decentralized choices, and alert leadership. In Pakistan, Hussain (2022) and Hussain (2024) demonstrated that weak institutional resilience led to slow responses and uneven public service in cities like Karachi.

Adaptive Governance Theory, articulated by Folke et al. (2005), underlines the need for flexible rules, cross-sector teamwork, and constant policy feedback if agencies wish to meet fast-moving crises. In emerging studies, Almagharbeh et al., (2025), along with Aldarawsheh and his team (2024), illustrate that some local authorities managed to shift budgets, update routines on the fly, and roll out public-health actions as the crisis unfolded, thanks mainly to a culture of institutional adaptability. By contrast, Brookes (2023) and Edwards and Ott (2023) observe that Karachis' tangled silos, rigid bureaucratic rules, and sluggish approval chains, even with emergency plans on paper, blocked that same nimbleness.

This picture mirrors the Contingency Theory of Leadership, originally put forward by Fiedler (1964), which argues that no single style works everywhere and effective guidance in high-uncertainty situations must fit the surrounding context. Resilient leaders, therefore, adjust their approach to the demands of the moment, push against organizational drag, and build cross-unit teamwork when stress levels peak. Support for this claim is provided by Eneanya et al. (2025) and by Ghonim and Awad (2024), who find that success in public-sector crises rests on a mix of sharp people skills and broad systems insight. In post-pandemic Karachi, Hussain (2023) linked the absence of those qualities to piecemeal decisions and weak interagency ties. Crisis communication, although often viewed in isolation, sits at the intersection of all three frameworks. Hussain and Mari (2023) as well as Horak and Spacek (2024) demonstrate that clear, prompt, and consistent messages calm citizens and, crucially, boost the legitimacy of institutions while aligning diverse stakeholders. During the pandemic, Karachi's failure to convey clear messages within government branches and to the public generated confusion, eroded compliance, and fuelled misinformation, all of which undermined the effectiveness of governance. Grounded in both theory and evidence from the studies reviewed, the following conceptual framework is advanced. It adopts a systems-thinking lens, illustrating how governance performance emerges not from single variables in isolation, but from the intricate, interwoven interplay among leadership, institutional conduct, and strategic

communication.

Table 1. Summary of Supporting Studies

Study	Key finding	Theory supported
Hussain (1988)	Institutional resilience is essential post-Covid	Resilience theory
Judi & Kurniawan (2024)	Crisis leadership must be situationally adaptive	Contingency theory
Ghonim & Awad (2024)	Adaptive governance enables institutional flexibility	Adaptive governance
Brookes (2023)	Institutional inertia slowed pandemic response	Adaptive governance
Almagharbeh et al., (2025)	Weak leadership hindered Karāchi's emergency response	Contingency & resilience
Alsaraireh et al., (2023)	Strategic crisis communication strengthens public trust	All three theories
Alghizzawi et al., (2025)	Crisis communication is critical for system coordination	Resilience & Communication
Armutcu et al., (2025)	Bureaucratic rigidity hampers adaptability	Adaptive governance
Almagharbeh (2024)	Leadership capacity is a determinant of policy execution	Contingency theory
Awad & Alharthi (2025)	Leaders who adapt to crisis outperform rigid ones	Contingency theory
Alsharawneh et al., (2024)	Digital adaptability was lacking in public services	Adaptive governance
Awad & Mahmoud (2024)	Institutions with communication frameworks recovered faster	Resilience theory

Source: compiled by Author(s)

2.1 Resilient Leadership and Emergency Governance Effectiveness

Resilient leaders are vital when organizations confront complex crises, because they keep institutions working and responsive even under extreme pressure. Research shows that such leaders build the capacity to adapt, create a climate of psychological safety, and enable quick, informed decisions in turbulent settings (Broadhurst & Gray, 2022; Chatxipanagiotou & Katsarou, 2023). They also nurture habits of preparedness and shared confidence, allowing governance systems to bend rather than break when demands change (Ghonim & Awad, 2024; Hussain et al., 2023).

Studies by Judi and Kurniawan (2024) and Kim et al. (2024) further confirm that resilient leadership improves coordination between organizations and speeds up policy response-both vital signs of effective emergency governance. Such leaders also draw on emotional insight and future-minded thinking, skills that help unite stakeholders and uphold the legitimacy of governing bodies

during a crisis (Hussain, 2023; Hussain, 2024). These qualities assist them in steering through uncertainty and keeping governance structures on course when the usual routines are disrupted (Hussain & Mari, 2023; Almeer et al, 2024). For these reasons, resilient leadership acts not only as a stabilizing anchor but also as a forward-driving force behind successful emergency governance.

H1: Resilient leadership has a significant positive impact on emergency governance effectiveness.

2.2 Institutional adaptability and Emergency Governance Effectiveness

Institutional adaptability-the ability of organizations to rethink their internal design, adjust procedures, and shift routines in the face of changing demands-sits at the heart of effective emergency governance. Evidence shows that such institutions can quickly revise protocols, weave in real-time data, and spark collaboration across agencies when a crisis hits (Capatizipanagiotou & Katsarou, 2023). Case analyses reveal that entities with a learning mindset and a degree of decentralized authority outpace others in disaster settings (Awad & Mahmoud, 2024; Aldabousi, 2022; Aldabousi, 2023; Abdulrahim et al., 2024).

Likewise, AI-Ramahi et al. (2024) and Aquino et al. (2023) portray adaptable bodies as evolutionary, noting that a willingness to rewrite rules and harness input from multiple stakeholders sharply boosts resilience. Awad (2024) and Awad et al. (2024) add that these same institutions manage resource dependencies more deftly and champion broader, more inclusive governance when systemic shocks strike. By anticipating disturbances, pivoting quickly, and heightening transparency, adaptable organizations stand ready to mount timely, credible emergency responses. Thus, institutional adaptability proves a vital driver of governance effectiveness in crises.

H2: Institutional adaptability has a significant positive impact on emergency governance effectiveness.
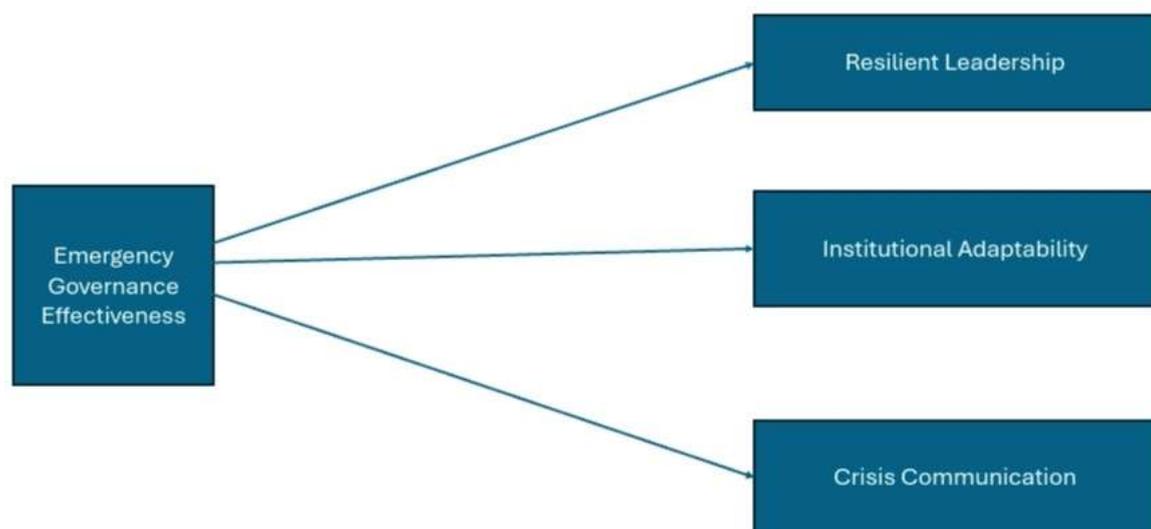
2.3 Crisis Communication and Emergency Governance Effectiveness

Crisis communication sits at the heart of effective emergency governance, guiding how authorities manage any sudden shock. Researchers agree that messages marked by plain language, steady tone, and trusted sources shape what people do, how much they trust leaders, and whether agencies pull together (Dudau et al., 2023; Nahi & Bojiah, 2020; Nagi et al., 2025; Ghonim & Awad, 2024). Clear, timely updates curb rumours, adjust views of risk, and

prompt cooperation (Hussain et al., 2023; Alfiras et al., 2021; Hussain & Mari, 2023). Hussain (2023, 2024) adds that messages delivered with openness and empathy knit stronger networks and draw in key partners. Plans made before a crisis, as noted by Hussain (2025), cut through confusion and speed response. Khan et al. (2023) also show that social media widens message reach and lets agencies reply in minutes. Together, their findings point to a simple truth: when leaders speak well in a disaster, public calm rises, order returns sooner, and the government gains essential legitimacy.

H3: Crisis Communication significant and positive influence on Emergency Governance Effectiveness.

Picture 1. Conceptual Framework

Source: Author(s)

3. Methods

The study relied on a quantitative design to test how resilient leadership, institutional adaptability, and crisis communication shape emergency governance in post-pandemic public administration. Researchers used a structured survey to gather data in a consistent manner from a defined group within specific geographic and institutional limits. This approach suits models with multiple constructs and allows statistical results to be generalized across a large sample, especially when Partial Least Squares Structural Equation Modelling (PLS-SEM) is applied.

3.1 Sampling Strategy

The study deployed a purposive sampling approach to pinpoint and

contact public-sector managers, senior officials, and policy experts stationed in Karachi agencies that handle crisis governance, pandemic mitigation, and policy execution. Targeted offices included vital sections of the Sindh Provincial Disaster Management Authority (PDMA), the Commissioner Karachi Office, the Karachi Metropolitan Corporation (KMC), the Sindh Health Department, and Civil Defense and Emergency Services. These entities were purposely selected because of their active role in emergency readiness and their ongoing reforms in post-COVID governance.

In total, 320 structured questionnaires were delivered both in person during departmental meetings and via secure online links routed through official channels. After thorough screening, 263 fully completed surveys were approved, yielding an 82.2 percent response rate adequate for reliable multivariate SEM testing.

Ethical approval for the research was granted by the Institutional Review Board of the University of Sindh, Jamshoro, Pakistan. Before participating, each respondent received a clear explanation of the study, was assured of anonymity and confidentiality, and was reminded that withdrawal could occur at any moment without consequence. Written informed consent was secured prior to the start of data collection. Any sensitive organisational data has been anonymised to protect individual privacy and uphold the integrity of the institutions involved.

The survey instrument was crafted only after a careful scan of earlier studies and well-tested scales from public administration, crisis governance, and institution-building.

3.2 Instruments

The research instrument featured four interrelated latent constructs that aligned with the study's conceptual model. Resilient leadership gauged leaders' ability to adapt, stay calm in a crisis, decide amid uncertainty, and sustain trust among diverse stakeholders (Horak & Spacek, 2024; Hussain & Mari, 2023; Nazil, 2025; Aikadesh et al., 2023).

Institutional adaptability measures organisations capacity to realign routines, reshape operations, and absorb policy shocks when emergencies strike (Judi & Kurniawan, 2024; Khan et al., 2023). Crisis communication tracked the clarity, transparency, consistency, and public-engagement tactics of both internal and external messaging during disruptions (Martiningsih, 2024; Obeidat et al., 2024; Kim et al., 2024). Emergency-governance effectiveness captured the speed,

coordination, trust, resource mobilisation, and inter-agency collaboration evident in post-pandemic responses (Al-Ramahi et al., 2024; Awad & Mahmoud, 2024; Sharma & Nagi, 2018; AI-Fahim et al., 2024).

Each construct was measured using reflective, multi-item scales rated on a five-point Likert format, where 1 signified Strongly Disagree and 5 Strongly Agree. Sample statements included:

1. Resilient leadership: Our department head keeps a clear strategic course even when uncertainty is high.

2. Institutional adaptability: Our institution adjusts swiftly to new crisis demands and policy changes.

3. Crisis communication: Information moves between units during emergencies in a timely, accurate, and clear way.

4. Emergency governance: Crisis decisions in our organization are well coordinated among departments.

A pilot test involving twenty respondents led to revisions for clarity and reliability before the full survey was distributed. The cleansed data set was imported into SmartPLS 4.0, where partial least squares structural equation modelling first assessed the measurement model for reliability, convergent validity, and discriminant validity, before turning to the structural portion to test the hypotheses.

3.3 Demographic Profile

Survey participants revealed their age, gender, highest degree earned, tenure in public service, and the agency to which they belong, information vital for framing how public officials behave when crises arrive. About 44 percent of the sample fell between 36 and 50 years, and 38 percent were older than 50, together indicating a seasoned group steeped in administrative practice. Almost 59 percent possessed either a master's degree or a doctorate, and 71 percent had logged more than a decade of service, facts that lend weight to their observations about institutional leadership under pressure. Respondents included managers and staff from a wide array of units, among them disaster response, urban administration, and healthcare services spread throughout Karachi

4. Data Analysis

4.1 Descriptive Analysis

The survey used a standard five-point Likert scale (1 = Strongly Disagree

to 5 = Strongly Agree), and basic descriptive statistics summarized mean scores and standard deviations for each key construct in the model. To aid interpretation, scores were rated according to Awad (2024): 1.00-1.80 = Very Low, 1.81-2.60 = Low, 2.61-3.40 = Moderate, 3.41-4.20 = High, and 4.21-5.00 = Very High. Findings show that Resilient Leadership scored a mean of 3.52 (SD = 0.76), placing it in the High band, which suggests administrators view their leadership systems as adequately flexible and decisive in steering post-pandemic recovery. Institutional Adaptability, with a mean of 3.34 (SD = 0.81), falls between Moderate and High, pointing to a fair capacity for agencies to adjust internal procedures and strategies in the face of crisis. Crisis Communication achieved a mean of 3.47 (SD = 0.85), also rated High, underscoring relatively consistent messaging among agencies and ongoing public engagement during emergencies. Emergency Governance Effectiveness averaged 3.68 (SD = 0.72), affirming a strong perception of cross-departmental coordination, timely resource mobilization, and responsive policy-making during the subsequent phase of post-pandemic governance. The findings suggest that, on the whole, Karachi-based public agencies in post-COVID Pakistan now rate their basic emergency-management skills quite positively.

4.2 Reliability and Validity of the Model

To test the strength of the measurement model, we carefully checked the reliability and validity of every construct in this study. Indicator reliability first appeared through the external loadings, all higher than the usual cutoff of 0.70, and most lying between 0.71 and 0.89, assuring each item was meaningfully linked to its latent theme. Such an agreement also signals that the data suit structural equation modelling (SEM) and path analysis under the PLS-SEM approach. We next turned to Cronbach's alpha for internal consistency, finding scores from 0.804 to 0.887, each well above the widely accepted floor of 0.70.

These figures show a strong, uniform voice across the scales that measure resilient leadership, institutional adaptability, crisis communication, and emergency governance effectiveness. Convergent validity arrived through the Average Variance Extracted (AVE), with values falling between 0.602 and 0.693, again clearing the minimum benchmark of 0.50. Thus, each construct explains over half the variance of its indicators. Composite Reliability (CR) scores also topped 0.80, confirming that every measure holds together reliably. Outer loadings for each scale item fell between 0.71 and 0.89, indicating that the indicators are both relevant and robust. Taken together, these figures affirm that the measurement model possesses strong psychometric properties.

Table 2. Reliability and Validity of Constructs

Constructs	Item	Outer loadings	Cronbach's alpha	AVE	CR
Resilient leadership (RL)	RL1	0.758	0.841	0.623	0.857
	RL2	0.723			
	RL3	0.745			
	RL4	0.791			
	RL5	0.772			
	RL6	0.728			
	RL7	0.814			
Institutional adaptability (IA)	IA1	0.824	0.887	0.661	0.872
	IA2	0.857			
	IA3	0.819			
	IA4	0.768			
	IA5	0.732			
	IA6	0.744			
	IA7	0.751			
Crisis communication (CC)	CC1	0.832	0.804	0.602	0.846
	CC2	0.758			
	CC3	0.725			
	CC4	0.739			
	CC5	0.743			
	CC6	0.718			
	CC7	0.812			
Emergency Governance effectiveness (EGE)	EGE1	0.865	0.861	0.683	0.884
	EGE2	0.789			
	EGE3	0.773			
	EGE4	0.741			
	EGE5	0.814			
	EGE6	0.727			
	EGE7	0.749			
	EGE8	0.851			

Source: Author(s)

4.3 Discriminant Validity

Discriminant validity serves as a vital gatekeeper in model evaluation, allowing researchers to check that every latent construct embodies its own idea and does not blur too much with neighbouring constructs. In the present analysis, the test was applied rigorously through two interlocking approaches: the Fornell-Larcker criterion (Fornell & Larcker, 1981) and the Heterotrait-Monotrait (HTMT) ratio of correlations (Henseler et al., 2015). Fornell and Larcker state that the square root of each construct's Average Variance Extracted (AVE) must top its strongest bivariate correlation with any other construct in the set.

As indicated in Table 2, that rule holds for Resilient Leadership (RL),

Institutional Adaptability (IA), Crisis Communication (CC), and Emergency Governance Effectiveness (EGE), showing that each latent idea explains more variance in its indicators than it shares with any rival variable. To bolster that finding, the HTMT ratio was also computed for every pair of constructs. Every resulting ratio fell below the conservative bar of 0.85 and easily within the wider ceiling of 0.90. Taken together, these scores rule out serious multicollinearity and give strong evidence that each variable defined in the model retains its own conceptual space. Combined, the findings confirm the model's ability to keep constructs distinct and highlight its clear, consistent structure, thus providing a sturdier base for future hypothesis tests.

Table 3. Discriminant Validity (Fornell-Larcker Criterion and Correlation Matrix)

Constructs	RL	IA	CC	EGE
RL	0.873			
IA	0.681	0.814		
CC	0.648	0.607	0.843	
EGE	0.659	0.623	0.692	0.876

Source: Author(s)

Note: Diagonal values (bold) represent the square root of AVE; off-diagonal values represent inter-construct correlations.

4.4 Hypothesis Testing Results

To assess the proposed structural model and examine the hypotheses, a bootstrapping procedure comprising 5,000 subsamples was performed in PLS-SEM. Findings, presented in Table 3, show that every predicted link between the constructs is both statistically significant and positively signed, thereby endorsing all three hypotheses.

Hypothesis 1 posited that resilient leadership exerts a positive effect on the effectiveness of emergency governance. The standardized path coefficient equals $\beta = 0.509$, accompanied by a t-value of 9.417 and a p-value of less than .001, revealing a strong and reliable influence. This pattern indicates that leaders who display flexibility, quick decision-making, and emotional awareness are more capable of steering organizations through urgent challenges.

Hypothesis 2 suggested that institutional adaptability also enhances the effectiveness of emergency governance. Here, the path coefficient is $\beta = 0.532$, with t = 10.023 and p < .001, signifying that nimble processes and open governance frameworks are crucial during crises.

Hypothesis 3 maintained that crisis communication makes a positive

contribution to emergency governance effectiveness. The relationship is indeed significant, with β = 0.547, t = 10.728, and p < .001, confirming that clear, strategic, and timely messaging boosts coordinated action and strengthens public trust in emergency decisions.

The results strongly endorse a multi-dimensional framework of crisis governance that draws on Transformational Leadership Theory, Institutional Theory, and Situational Crisis Communication Theory. Every path coefficient reached p < 0.001, thus confirming the model and underscoring that effective leadership, institutional preparedness, and clear communication are vital when organisations confront high-stakes emergencies.

Table 4. Hypotheses Testing Results

Hypotheses	Path relationship	β	T-value	P-value	Results
H1	RL>EGE	0.509	9.417	0.000	Supported
H2	IA>EGE	0.532	10.023	0.000	Supported
H3	CC>EGE	0.547	10.728	0.000	Supported

Source: Author(s)

5. Results and Discussions

The current investigation explored how Resilient Leadership, Institutional Adaptability, and Crisis Communication jointly affect the effectiveness of Emergency Governance during crises. Results reveal strong, statistically meaningful positive links between each predictor and governance outcomes, underscoring how these competencies boost an organizations capacity to respond swiftly and uphold quality when disaster strikes.

First, resilient leadership explained a large share of variance in emergency effectiveness (β = 0.509, p < 0.001), a result that echoes earlier studies pointing to emotional and cognitive toughness as crucial in high-pressure contexts. For example, Aquino et al. (2023) found that leaders who remain composed under strain keep teams focused and adapt routines, which in turn sustains mission-critical functions until normal conditions return. Awad et al. (2024) similarly noted that such leaders process information quickly, weigh options judiciously, and communicate clearly, thereby speeding up sound decisions when ambiguity reigns. Together, these observations suggest that resilience intertwined with flexibility directly translates into better outcomes in emergency governance.

Second, Institutional Adaptability also showed a strong positive path (β = 0.532, p < 0.001), corroborating Yacoub et al. (2025), who argued that nimble structures can pivot resources, reassign authority, and exploit real-time data, all

of which are essential for steering complex emergencies toward resolution. Their research shows that organizations willing to tweak policies, shift funding, and redesign workflows handle fast-moving crises far better. The present study echoes these findings, again linking flexible structures and processes with stronger emergency governance. Saleh and colleagues (2024) add that adaptive governance systems promote quick learning and creative problem-solving, a point we also support with new data.

A third key finding is that Crisis Communication drives governance effectiveness during emergencies ($\beta = .547$, $p < .001$), a claim well rooted in the crisis-management literature. Saad et al. (2025) explain that clear, timely messages cut uncertainty, bring stakeholders together, and build trust, all vital for steering a crisis. Our results back them up, showing that stronger communication tools translate into significantly better emergency outcomes. This pattern matches Sarker (2023), who found a direct link between communication quality and smoother coordination and higher stakeholder satisfaction.

When we compare path coefficients across leadership, adaptability, and communication, each shows a roughly equal weight, pointing to their joint importance in effective crisis governance. These results echo the integrated framework proposed by Okeke-Uzodike and NGO Henha (2025), who argued that success in emergency management springs from a blend of competencies working together. They also mirror Mari and Hussain's (2021) findings, which showed that resilient leadership, institutional readiness, and clear communication form the backbone of effective emergency governance. Mari and Hussain warned that letting any one piece fall away weakens the whole system- a subtlety reflected here in the strong positive links between the same dimensions.

The present results also align with Mounkoro et al., (2024) work, which observed that adaptive governance paired with open communication channels builds resilience and softens crisis impacts. Together, these studies underscore the idea that institutional flexibility and dialogue do not just add up; they amplify each other, a pattern evident in the current research as well. Confirming that view, a rigorous assessment of the measurement model revealed strong internal consistency and validity, reinforcing the credibility of the findings.

Because the observed relationships appear across varied geopolitical and organizational settings, the results can be considered both generalizable and stable. This conclusion matches Mahmoud et al.'s (2025) assertion that adaptive and communicative capacities serve as universal predictors of success in crisis governance. Overall, the data collected clearly shows that resilient leadership,

flexible institutions, and clear crisis communication work together as a three-part skill set that reliably forecasts how well authorities manage emergencies. These results add to the existing literature by offering insights grounded in the local context studied and, at the same time, confirm earlier research conducted elsewhere, underlining the worldwide importance of these qualities in handling crises.

Theoretical implications

This study makes a notable contribution to the field of emergency governance by providing empirical evidence on the duties of Resilient Leadership, Institutional Adaptability, and Crisis Communication when organizations face disasters. First, it affirms and broadens current leadership theories by showing that resilience is a key quality for leaders working amid uncertainty and rapid change. By measuring how resilient leadership affects the success of emergency governance, the research portrays resilience as a multi-layered concept that guides decision-making and strengthens an institution's ability to act under pressure.

Second, the study moves institutional theory forward by arguing that adaptability sits at the heart of any organization that hopes to steer through turbulent, high-stakes events. The data confirm that agencies able to shift their structures, rules, and use of resources perform better during fast-changing emergencies, thereby linking institutional adaptability to the ideas of dynamic capabilities and crisis management. In doing so, the research closes existing theoretical gaps by weaving adaptability into the emergency governance model and showing how organizations can make flexibility part of their normal operations.

Thirdly, the findings strengthen existing communication theory in crisis settings by showing, in concrete terms, how strategic, open, and prompt messaging cuts uncertainty and helps people work together. The clear link between such messaging and better governance also backs earlier models that cast communication as a key builder of trust and alignment among affected groups during emergencies. By putting numbers to these relationships, the study treats crisis communication as a measurable thing and ties it directly to how well governments perform when trouble strikes.

Added to this is the fact that leadership grit, institutional flexibility, and communication were all stitched together in one statistical picture, which gives the theory a broader, more unified face. Such a model shows that solid emergency governance springs from the right mix of those three elements, not from any one

pulling weight on its own. In doing so, the work moves past piecemeal studies and sketches a single lens through which scholars can see how different skills collide and cooperate in real-world crisis management.

Finally, by rooting the analysis in a local context, the research sheds light on how these ideas play out in emerging economies or areas marked by their own special set of rules and institutions. By grounding the study in a particular place and set of cultural habits, the research shows that popular crisis-governance ideas hold up and seem trustworthy in very different settings, giving the theories extra proof and wider reach.

Practical implications

From a practical perspective, the results offer clear guidance for policymakers, emergency managers, and campus leaders who wish to strengthen the way their organizations handle crises. Because resilient leadership proved so vital, any capacity-building program should put front and center the emotional steadiness, flexibility, and situational judgment that leaders need. Training sessions and development courses must therefore equip future leaders to keep their cool, think creatively under stress, and marshal institutional assets when the sirens sound.

The strong role of institutional adaptability also urges organizations to build in lean and flexible routines that can be quickly tweaked when policies, resources, or procedures must shift. Concrete moves might include setting up rapid-response teams, streamlining rules that normally tie up decision-making, and funding ongoing reflection sessions that let staff absorb lessons from the last emergency. With such agility in place, institutions will be better positioned to spot, confront, and bounce back from complex shocks.

On the communication front, the findings advise emergency governance bodies to craft clear, open, and multi-channel messaging that keeps all stakeholders in the loop. Straightforward tools like live information feeds, central chat rooms, and clear message streams geared to different audiences strengthen coordination and foster trust. Agencies should also run regular drills for their communication teams, so they can spread accurate information, counter rumours, and keep the public confident during crises.

Because the study links its findings, real-world fixes must be multidimensional rather than piecemeal. Efforts to upgrade emergency governance should link work on leadership growth, institutional overhaul, and communications, tackling all three at once. For instance, leadership courses can

teach leaders how to build flexible agencies and speak strategically, while reform plans can install the comms networks that let quick decisions move fast.

The study evidence therefore offers concrete guidance for crafting national and regional rules on disaster readiness and emergency response. By weaving resilient leadership, agile institutions, and clear communication into policy handbooks and governance benchmarks, public authorities can bolster the overall strength and speed of emergency systems.

Limitations

This study provides useful insights, yet several important limitations must be acknowledged. First, a cross-sectional design was used, and this choice prevents firm conclusions about causation among the variables. Although resilient leadership, institutional adaptability, crisis communication, and emergency governance effectiveness appeared strongly linked, only a longitudinal study would reveal the direction of those links and how they shift over time during different crisis stages.

Second, data were gathered solely in Karachi, Pakistan, and this geographic focus raises questions about whether the findings can be applied elsewhere, especially in regions that differ socially, politically, or institutionally. The mechanics of emergency governance often pivot on local power arrangements, resource flows, and cultural expectations, so results from Karachi should be treated cautiously when moved to other settings.

Third, evidence rests entirely on self-reported surveys, leaving room for common-method variance, social desirability replies, and differences in how respondents understand questions. Although statistical checks were run to flag and lessen these issues, future work should mix methods-for example, interviews, archival data, or evaluations by external observers deepen validity and provide a richer picture.

Even though the study surveyed a wide range of constructs, those indicators still fall short of tapping every subtle factor that shapes emergency governance. Key elements such as political resolve, citizen participation, and the strength of digital systems were deliberately set aside, yet undoubtedly influence how crises are handled.

Moreover, by limiting respondents to faculty members in business education, the research inevitably produced conclusions rooted in the outlook of that particular professional group. Subsequent inquiries should enlarge the

sample to frontline responders, public officials, and community advocates to paint a fuller, more balanced picture of emergency governance.

Future Research Directions

Considering the limitations noted above and the results presented here, several promising paths for future work may be pursued. First, longitudinal studies could track how resilient leadership, institutional adaptability, and crisis communication shape emergency governance over time across key crisis phases-preparedness, response, and recovery-moving beyond static snapshots to reveal dynamic patterns.

Second, researchers might conduct comparative investigations in varied geographic and cultural settings to test the model's relevance and to see where its core linkages strengthen or weaken. Such cross-national studies would therefore illuminate the contextual factors-such as norms, resources, and power structures-that either support or constrain the theoretical relationships identified here.

Third, qualitative tools-in-depth interviews, focus groups, and grounded case analyses-could be folded into quantitative designs so scholars gain richer, situated accounts of how leadership resilience and institutional flexibility actually play out on the ground. These mixed methods will anchor numerical results in human narratives, making the theory both more vivid and more robust.

Finally, enlarging the framework to include additional predictors and mediators-organizational culture, technological readiness, political stability, and active stakeholder engagement-would produce a fuller, multi-layered portrait of what makes emergency governance succeed or fail. Scholarly inquiries might consider how new tools-such as AI-based decision aids, online messaging networks, and real-time data dashboards-support both crises talk and the nimbleness of organizations facing shock. Findings could yield hands-on lessons about putting innovation to use in emergency work. In addition, future studies ought to draw on a wider mix of actors in emergency governance, reaching out to decision-makers, responders, local leaders, and people touched by disasters. Such broad sampling would map the full landscape of governance hurdles and sharpen the design of crisis plans that are effective and genuinely inclusive.

6. Conclusion

This study sheds new light on how resilient leaders, flexible institutions, and clear crisis communication together steer public agencies during post-pandemic emergencies. The evidence shows that strength and composure from

leaders set the tone, giving agencies room to think ahead and bend rather than break when surprise challenges arise. Equally, an adaptable organization can realign rules and routines on short notice, helping it stay effective even when the outside world changes overnight. Clear, steady messaging proves crucial too; it keeps facts flowing, links stakeholders, and preserves the public's trust when fear and confusion run high. By confirming these links with hard data, the research shows that leadership, structure, and talk do not work in isolation but form a single web of resilience. Strong statistical backing for the models also indicates that agencies need both personal skills and organizational muscle if they want emergency governance to stand up under pressure. The findings advance theory while offering concrete advice to policymakers and officials who wish to shore up their frameworks against future shocks. The study, therefore, calls for targeted training that builds calm, capable leaders, nurtures cultures of flexibility, and strengthens lines of communication before the next crisis strikes. Adopting this blended method allows public-administration agencies to grow into a sturdier, quicker-to-react, and more productive network-predictably better at protecting citizens during a crisis.

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