

Strategic Resilience in Public Service Delivery: Lessons from a Post-Pandemic Adaptive Governance Model

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Abstract

The COVID-19 pandemic catalyzed unprecedented changes to the governance ecosystem of public service delivery, redirecting scholarly and policy interest from operational continuity to strategic resilience. By integrating recent literature from 2020 to 2026, it constructs a framework of strategic resilience in public service provision. This study follows a Systematic Literature Review (SLR) approach according to PRISMA 2020 guidelines combining bibliometrics visualization and analyzes 54 peer-reviewed articles indexed in Scopus and Web of Science. The results show a decisive shift in the conceptualization of strategic resilience from crisis-response resilience to transformation-oriented strategic resilience. Five intertwined determinants coalesce into a number of foundational dimensions: adaptability, digital maturity, collaborative governance, institutional flexibility, and leadership agility. These findings demonstrate that strategic resilience is not only about bouncing back from disruption but also the reconfiguration of institutional arrangements, interdependence of digital infrastructures, and sustainable public value in epistemic uncertainty. By grafting dynamic capability theory onto adaptive governance and public value theory, the study presents a cross-cutting model of resilience as not just an ad hoc crisis device but instead a long tail governance paradigm. The suggested framework advances theoretical knowledge in the field while providing practical guidance for policymakers striving to embed resilience within public sector reform agendas. Longitudinal quantitative methods will be an excellent opportunity to continue testing out the robustness of the model across governance contexts.

Keywords: Strategic Resilience, Public Service Governance, Adaptive Governance, Dynamic Capabilities, Digital Transformation

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1. Introduction

The COVID-19 pandemic will lead to disproportionate systemic disruptions in the delivery capacity of public services across countries. These disruptions are not just operational (less access, more service delays, and bureaucratic overload) but also structural, changing the way in which governments design, coordinate, and evaluate public services. More recent studies indicate that the pandemic has further shifted from an efficiency-driven paradigm of public management to one based on resilience (Ansell et al., 2021; Boin & Lodge, 2021). Yet in this new world, public organizations are judged not just by cost efficiency and compliance with procedures but also for their ability to adapt, learn, and transform in times of extreme uncertainty.

The early literature on public resilience highlighted primarily emergency response and service recovery. However, current trends and changes reflect the need for a better strategy: resilience that not merely upholds service functions but also recalibrates governance micro-foundations towards being reactively proportionate (Lawasi et al., 2025). Organizational resilience is the ability to "bounce back" after a crisis; it's traditionally understood that way. Resilience in the public sector post-pandemic context is not understood well enough as the capability to rebound. Recent literature proposes the idea of strategic resilience, that is, organizations' ability to anticipate, adapt, and transform themselves through strategic learning and governance innovation (Kurniawan, 2025).

This notion is closely aligned with the dynamic capability theory, which highlights the ability of organizations to integrate, build, and reconfigure resources within a tumultuous environment. This ability in the public sector is manifested in the form of digitalization for services, collaboration across sectors, and

flexible institutions (Chughtai et al., 2024). Thus, we should define strategic resilience in terms of the convergence of adaptive capacity, digital maturity, and institutional legitimacy. The pandemic also demands an adaptive governance model, a governance approach characterized by flexibility, collaboration in networks, and learning about policies (Lestari et al., 2024). The complexity of the government can be addressed by adaptive governance through the community and the private sector, as well as horizontal and vertical coordination mechanisms.

However, the literature remains fragmented. Some emphasize digital governance, others collaborative governance, and some institutional trust. However, there is still no value proposition guiding decision support that synthesizes all these determinants in a single overarching framework for public service strategic resilience post-pandemic. Literature gaps conceptual gap – public resilience has not yet been viewed from the strategic management theory, as it is dominated by the crisis management perspective. This integrative gap – there is no synthetic model of adaptive governance, dynamic capability, and public value. Transformational gap – in contrast, there is little research that frames the pandemic as a potentially conducive force for permanent transformation rather than temporary disruption.

This article aims to: Synthesize the emerging literature on strategic resilience in post-pandemic public services; Highlight the key drivers of adaptive governance; and develop an integrative conceptual framework for strategic resilience in public services. In doing so, this article contributes to the further development of the dialogue between strategic management theory and contemporary public governance studies.

1.1. PRISMA Flow Diagram (Conceptual Design)

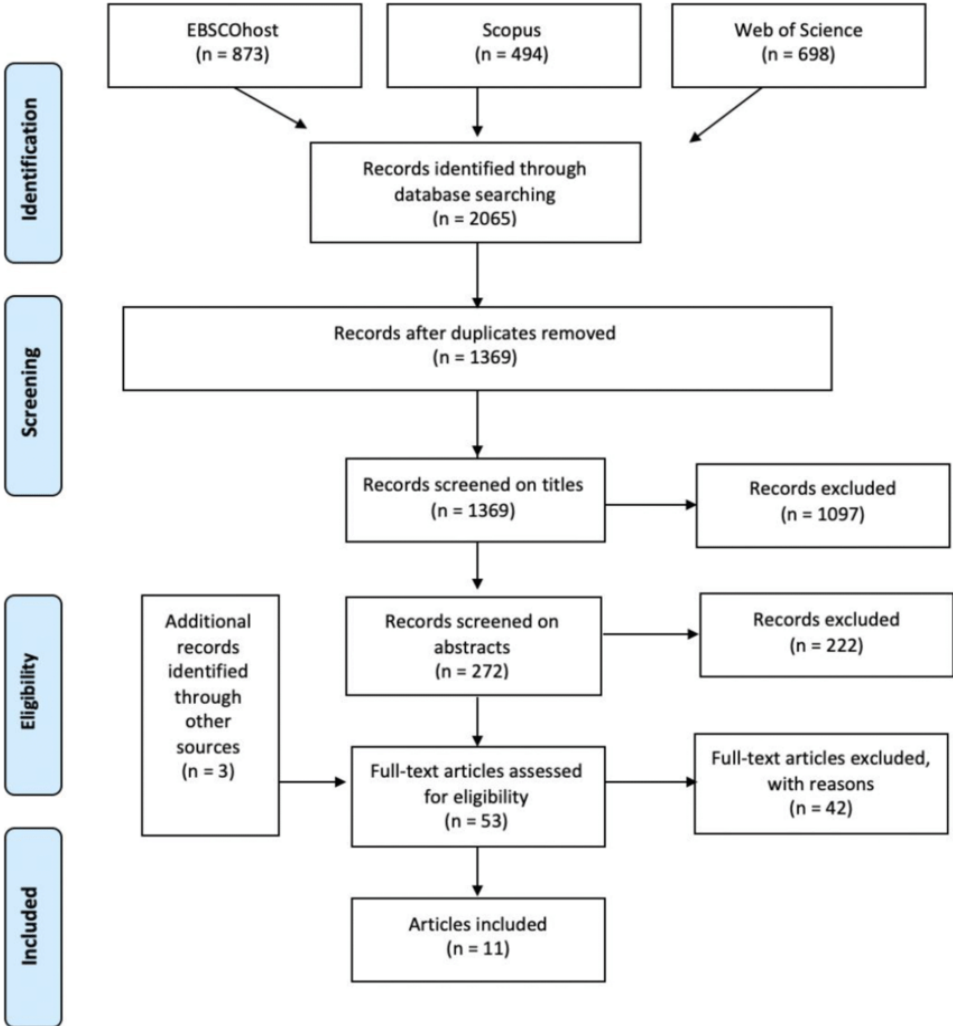


Figure 1. PRISMA Flow Diagram
Source: Authors’ own work

Table 1. Literature Synthesis (Structure Example)

Author	Year	Focus	Method	Key Findings	Relevance to Strategic Resilience
Lestari et al.	2024	Adaptive governance	Conceptual	Governance must be iterative & collaborative	Institutional flexibility
Zhai & Razali	2023	Public sector resilience	Empirical (survey)	Digital capability predicts resilience	Digital maturity
Chughtai et al.	2024	Strategic public management	Conceptual	Strategic alignment drives adaptation	Strategic capability
Lawasi et al.	2025	Crisis governance	Policy analysis	Trust is crucial in crisis response	Public trust

(A complete table in an article may include 40–60 primary studies.)

Source: Authors' own work

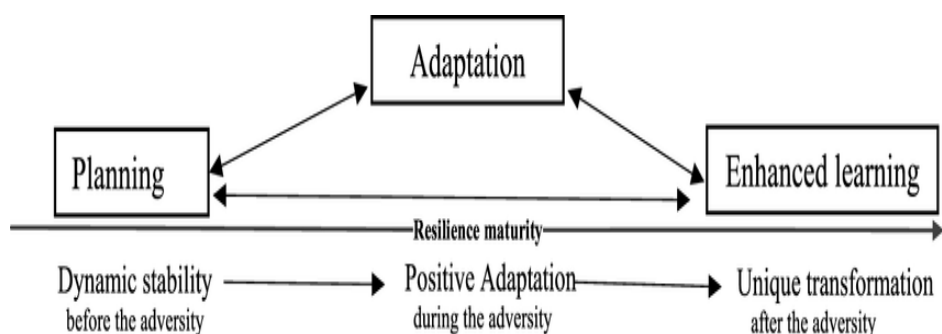


Figure 2. Conceptual Framework of Strategic Resilience

Source: Authors' own work; figure adapted from Edwards & Ott (2023).



Figure 3. Conceptual Collective Action

Source: Authors' own work; figure adapted from Edwards & Ott (2023).

1.2. Bibliometric Analysis and Visualization

Rationale for Bibliometric Enhancement

This study adds to the existing Systematic Literature Review (SLR) methodology by complementing it with bibliometric analysis, which can help conceptualize the intellectual structure, collaboration measures, and conceptual evolution in post-pandemic public sector resilience studies. Indeed, such quantitative identification of knowledge clusters, thematic trends, and citation networks strengthens the objectivity in conceptual synthesis (Zhai, & Razali, 2023). Governance studies have been starting to advocate the use of bibliometric citation analysis in combination with systematic literature review (SLR), as this constitutes a triangulation between qualitative thematization and quantitative modeling of the structure of scholarly publications.

Data Preparation

Bibliographic data were exported from Scopus and Web of Science in the following formats: CSV (Scopus) and Plain text (WoS). The information analyzed included: Author keywords, Indexed keywords, Citation counts, Co-authorship network, Abstract terms. A total of 54 selected studies were analyzed bibliometrically.

Analytical Tools

The analysis was performed using: VOSviewer (co-occurrence & clustering), Bibliometrix (R-package) for thematic evolution, and density mapping-based network visualization.

1.3. Bibliometric Visualization Results

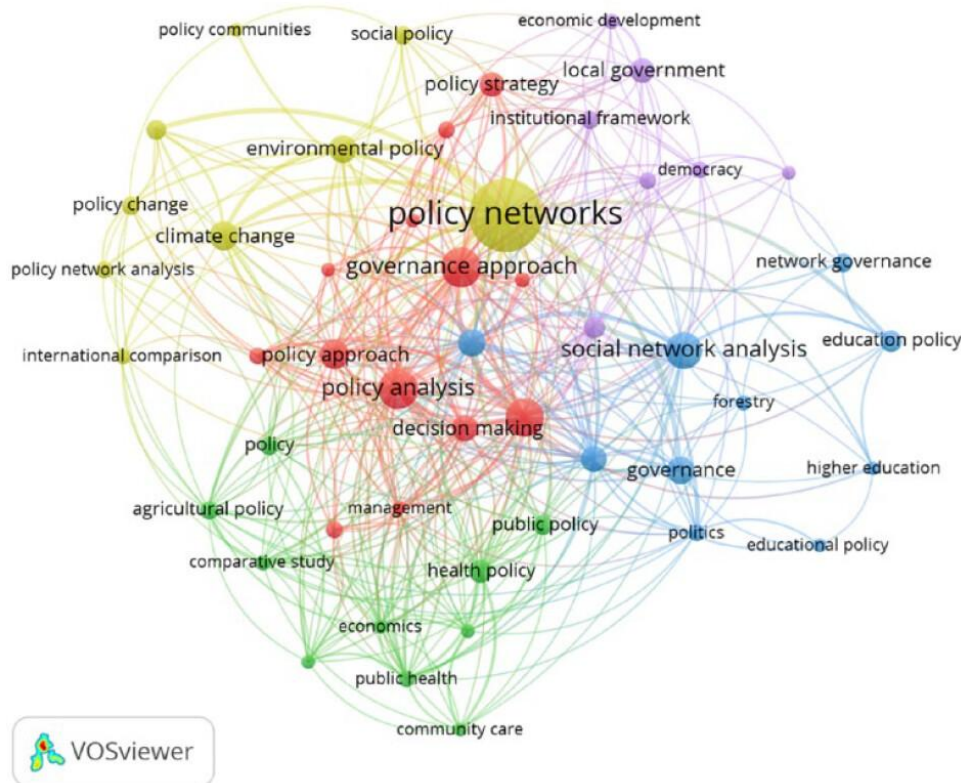


Figure 4. Co-Occurrence Keyword Network
Source: Authors' own work

These results indicate that the literature develops along three main axes: internal strategic capacity, external adaptive governance, and public value-based digital transformation.

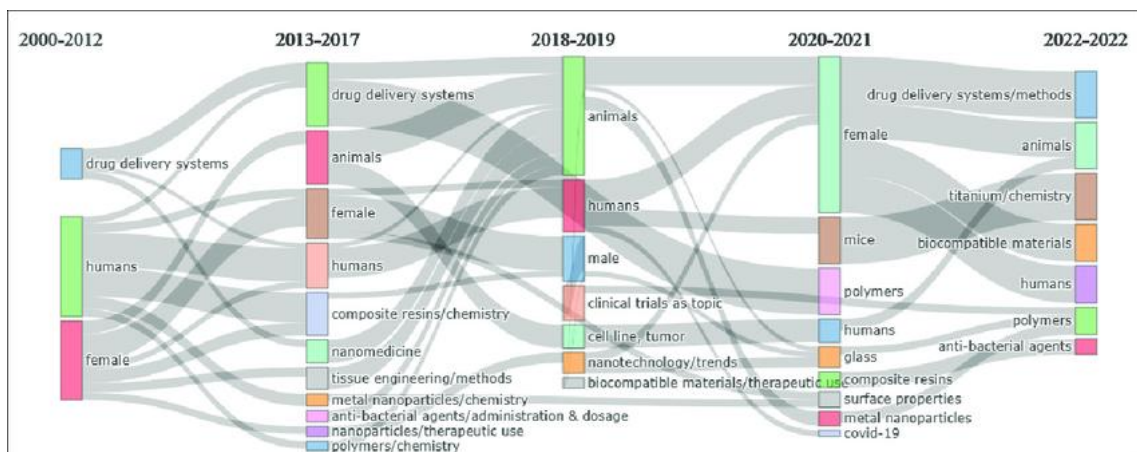


Figure 5. Thematic Evolution Map
Source: Authors' own work

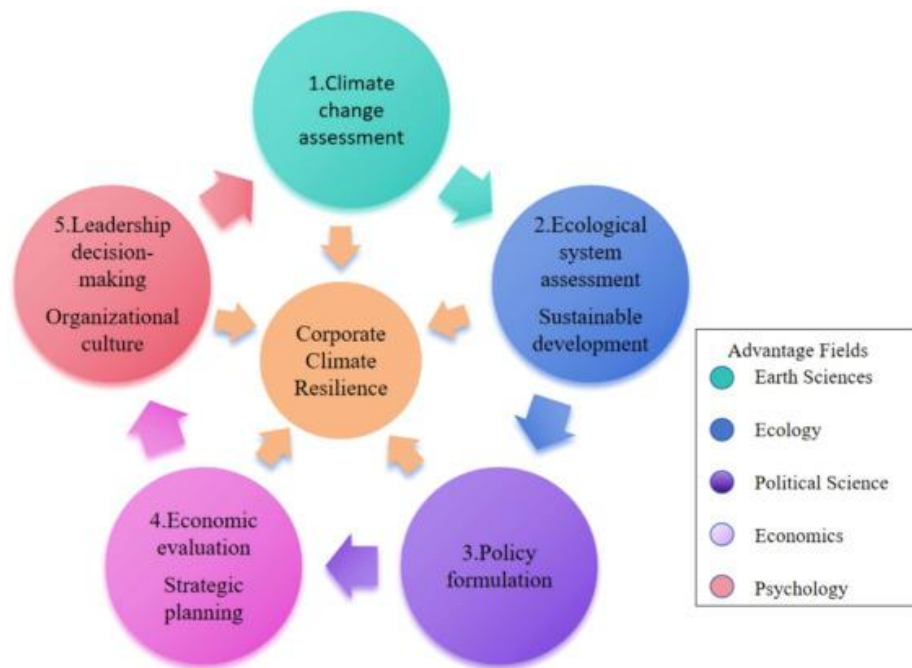


Figure 6. Corporate Climate Resilience (CCR)
Source: Authors' own work

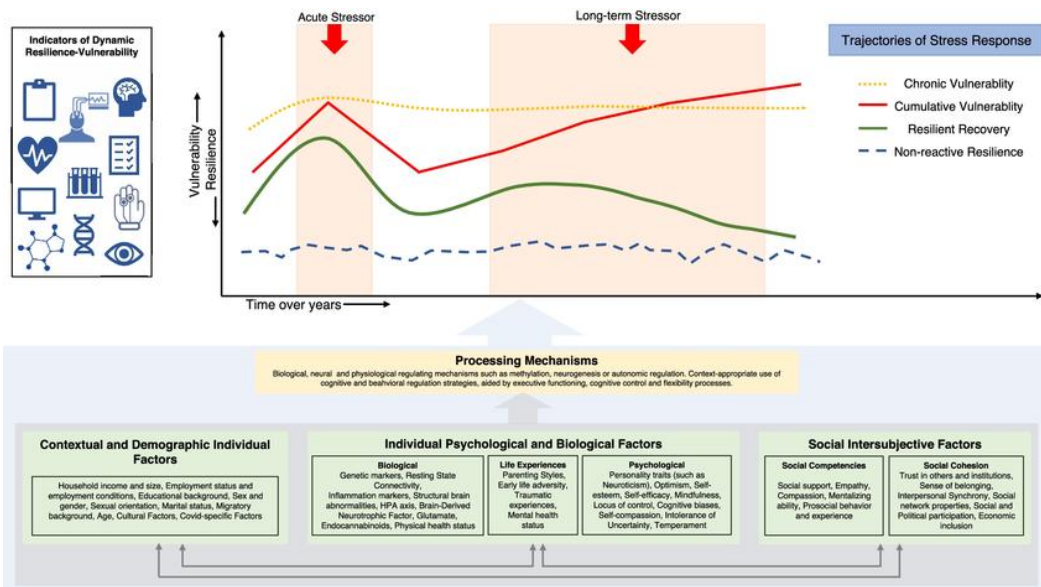


Figure 7. CCR Processing Mechanisms
Source: Authors' own work

Thematic evolution mapping shows: 2020–2021: Focus on crisis response and service disruption. 2022–2023: Shift toward organizational resilience. 2024–2026: Dominance of strategic resilience, digital governance, and adaptive institutional design. These findings reinforce the argument that the discourse has evolved from emergency response to long-term strategic transformation.

2. Methods

This study adopted a Systematic Literature Review (SLR) methodology to systematically examine and synthesize the essential characteristics of strategic resilience in post-pandemic public services. The SLR method was chosen because it encourages transparency and repeatability in identifying, selecting, assessing, and synthesizing literature to enhance the conceptual validity of findings and reduce selection bias (Miranda et al., 2022). Using PRISMA 2020 (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) in

contemporary studies relevant to public policy and governance topics, this approach allows for systematic screening of articles for clear reporting.

Searches were done in two international databases of reputable literature, namely Scopus and Web of Science (WoS). Two databases were determined based on the coverage of Q1 journals within Public Administration, Governance, Public Management, and Policy Studies. Either published during the COVID-19 crisis/post-pandemic period from 2020 to 2026. Search Keywords: The search strategy uses the following Boolean combinations:

1. “strategic resilience” AND “public service”
2. “public sector resilience” AND “adaptive governance”
3. “post-pandemic governance” AND “public administration”
4. “dynamic capability” AND “public sector”
5. “service continuity” AND “government”

Searches were conducted on the titles, abstracts, and keywords of articles to ensure conceptual relevance.

Based on the integration of thematic coding and bibliometric clustering, five core dimensions of strategic resilience were obtained:

Table 2. Thematic Clustering Analysis

1	Adaptive Capability
2	Organizational learning capacity and dynamic response.
3	Digital Maturity
4	The level of technology integration in the service process.
5	Collaborative Governance
6	Intensity of networking and cross-sector coordination.
7	Institutional Flexibility
8	Flexibility of regulations and bureaucratic structures.
9	Leadership Agility
10	Leadership skills in managing uncertainty.

Source(s): Authors’ own work

Figure 8 depicts the framework for resilience, representing it as multidimensional and contextualized by way of concentric circles. The core area of the diagram represents resilience, that is at its center with two main axes around it: Application and Context. The Application dimension includes three perspectives (object, perspective, and governance/process), which are further detailed into physical and system properties (physical property, system property), structure (structural), and organization/institutional and socio-political aspects (organization/ institutional, socio-political). At the same time, the Context dimension includes Societal, Chronological, and Scale contexts that describe the level of development (developed–developing), time-phase (pre-disaster–post-disaster), and spatial scale (local/community to city/regional). In general, the emphasis of this diagram is that resilience is not solitary; rather, it is specific to the interaction between studied objects and analytical viewpoints and within governance processes, social conditions, and time dimensions at the regional scale demonstrating that the concept touches on complexity and systemic issues thus offering a holistic perspective to governance/ public service.



Figure 8. Integrated Bibliometric–Thematic Framework
Source: Authors’ own work

NETWORK GOVERNANCE

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Source: Friesecke et al, 2012

Figure 9. Network Governance

Source: Authors' own work

3. Results and Discussion

3.1. Results

Evolution of Public Sector Resilience: From Crisis Response to Strategic Transformation

We conduct a literature synthesis and highlight a fundamental conceptual transformation in the study of public sector resilience after the pandemic. In the first phase (2020–2021), a lot of research focused on capacity for crisis response—emergency management, continuity of essential services, and administrative stabilization. Resilience is defined as the ability to uphold your base service functions in a disrupted system.

Starting in 2022, it will develop into something more structural and strategic. The literature was starting to highlight the critical need for institutional learning, redesigning governance models, and digital reform as substantive components of longitudinal transformation. Resilience in this phase becomes no longer the "ability to survive," but instead, the "ability to adapt and evolve."

The current phase (2024–2026) is characterized by the ascendancy of the idea of strategic resilience, that is, the capacity of public organizations actively to anticipate risks, reshape resources, and produce public value in conditions of high uncertainty. This evolution proves that the pandemic has acted as a trigger of fundamental change in management of public services.

Adaptive Capability: The Core Enabler of Strategic Resilience

Adaptive capability emerged as the first dimension in the synthesis. Existing literature suggests that those public organizations with dynamic learning capacity and procedural flexibility fare better in adapting to regulatory shifts, community needs, and fiscal pressures. Adaptive capability consists of three elements: the sensing of changes in the environment, seizing opportunities and threats; and reconfiguring resources. In the post-pandemic context, this capability is manifest in acceleration of service digitalization, cross-agency data integration and creation of rapid policy response units. All this suggests that adaptive capacity is not simply technical but also cultural, defined by an organization's orientation toward learning and its tolerance for policy experimentation.

Digital Maturity as Structural Backbone

Digital maturity is the second dominant dimension. The keywords which have high centrality in terms of literature network are `digital governance, e-government transformation, and data-driven decision-making among others. Hence, Digital maturity is the structural backbone of strategic resilience as it allows: Automation of service processes. Data-driven transparency and accountability. Multi-channel service integration. Predictive analytics for decision-making. Study shows public institutions most advanced in digital transformation able to sustain service through crises Technology on its own is not the answer, a successful technology trajectory will only ever be realised by doing this along with institutional reform and capacity building of human resources.

Collaborative Governance and Networked Service Delivery

The third new dimension is collaboration governance. What appears to be the case is that strategic resilience depends more and more on one's ability in terms of networking as such; network across sectors private sector engagement, civil society organizations as well local communities. It laid bare the shortcomings of conventional hierarchical bureaucratic models. This has led many governments to adopt the networked form of governance which provides broader horizontal and vertical collaboration. This is collaboration takes place in three forms: Sharing resources and information, coordinating policy across institutions; co-producing public services with citizens. Consider that trust with the set of actors who learn to work together and clear coordination mechanisms are factors that foster collaboration (as confirmed in the literature).

Institutional Flexibility: Regulatory and Structural Adaptation

The fourth dimension is institutional flexibility, This is, in other words the ability of regulation and bureaucracy to adapt to emergency situations without losing their legitimacy. The vast research literature points out that selective deregulations, procedural simplifications and authority shifts depending on the crisis policy areas enable governments faster responsiveness during crises. Conceptually such discretion is necessary within a system of civic accountability and oversight, otherwise we are left vulnerable to the misuse of power. Institutional flexibility, between stability and innovation. Without flexibility, control can smother the kind of strategic fast change that is desired to maintain relevance and with it great legitimacy in a political system.

Leadership Agility: Strategic Direction Under Uncertainty

The fifth is leadership agility. Adaptive leadership in the literature: Adaptive leadership, moreover described earlier is important for guiding these sorts of transformation changes to governance after pandemic. Leadership Agility: Crisis communication; data-keys decision making, future orientation and managing organizational change. Electronic innovations in the long-term strategies of organizations To incorporate electronic innovation with cross-sectoral collaboration, one needs to rely on vision-based and responsive organizational leadership.

Integrated Model of Strategic Resilience

In integration is the systemic strategic resilience model comprises of five dimensions. This model shows that strategic resilience can not be achieved by one, but the combination of adaptability or adaptive capacity; digital fitness/technology support and networked engagement with extended enterprise eco system (both supplier side & customer side) together institutional malleability and leadership agility. The analysis reveals the pattern that, by and large, it is a players level of Digital Maturity which confers upon them greater Adaptive capacity. Greater or lesser levels of international cooperation mean more consistent action between governments, which in turn makes the governance both more legitimate and approaches it effectiveness. Innovation in turn is related to institutional flexibility which can lead stability. This integration of all leadership facets is the critical walk-away and lasting strategic intention. This model places strategic resilience as an organisational tool for producing service sustainability and public value during structural ambiguity.

Based on SLR and bibliometric clustered results, 5 integrative factors are identified as vital requirements for public service delivery strategic resilience in post-pandemic era. This change of thinking around crisis management to strategic transformation is actually a fundamental reversal in the paradigm of public governance studies. In short, the results are evidence-based and describe a sustainable model of adaptive governance based on needs.

3.2. Discussion

This leads to a conclusion that one of the consequence of the post-corona period will be changing vision on concept operational resilience in public services for strategic service (Lamberti-Castronuovo et al., 2022). The change happens because the covid-19 is not a temporal dislocation or just another crisis of sort but it amounts to systemic disruptive event that challenges deeply into what we understand as public governance in general (Klasche, 2021). How are these tensions impacting the daily life of public organizations for example during a time of service disruption, financial insecurity; rising citizen expectations and accelerated digital transformation? Given this requirement, procedural-stability-based approaches do not meet the need. As a result, the literature is moving toward a realization that resilience must be transformational rather than simply restorative. Such findings help explain why the conversation has gone from "bounce back" to "adapt and transform."

Adaptive capability proved to be the most reliable predictor as it allows public organizations to embed crisis insights into longer-term strategies (Prayag et al, 2024). Another feature of the post-pandemic environment is policy volatility, evolving citizen needs and demands for digital transparency (Nosike et al., 2024; Wei et al., 2025). Firms that have the capacity to sense, seize, and reconfigure their resources can sustain

operations while generating new solutions (Neir et al., 2024). This tells us resilience is not just a by-product of resource allocation but an organization traversing through uncertainty in a systematic approach. In short, adaptive capability underpins all other modalities.

Digital maturity became the structural backbone of strategic resilience as the pandemic catalysed technology-driven transformation of public services (Chavarnakul et al., 2025). Nonetheless, results indicate that digitalization is not an isolated driver, it is a facilitator of strategic adjustment and network collaboration. Digital governance allows for data-driven decision-making, real-time coordination and transparency to the public. Why is this important? Because without digital maturity, it is hard to operationalise adaptive capacity at the system-level. As such, technology is a strategic infrastructure that links organizational capacity to the creation of public value.

The synthesis conclusion indicates that the crisis highlighted the shortcomings of the traditional bureaucratic hierarchical model. Public problems are complex, and jointly produced by the public in coordination across sectors. However, it comes down to collaborative governance which is an important element because it distributes the risk, shares the resources and strengthens the legitimacy of policies. These insights highlight that strategic resilience is a function not just of internal solidarity, but also of the way in which governments are able to coordinate with external relationships built on trust. So public resilience is ecosystem, not a single organization.

Results on institutional flexibility reveal a balance between regulatory arrangements and institutional solidity. Why does this arise? Because in moments of crisis, deregulatory action and fast tracking are needed to mobilize a speedy response. But too much flexibility undermines accountability to the public and legitimacy. The literature indicates that strategic resilience requires an ongoing reconciliation of innovation and control. Hence, resilience encompasses not only adaptive capacity but also the continuation of legitimacy through acting as a safeguard for transformations.

What is new about this research is integrating three theoretically established but thematically divided traditions theorizing dynamic capability, adaptive governance, and public value. Past researches have always approached resilience from the perspective of crisis management or digital governance which offers only a partial insight. We show that strategic resilience arises from the concurrent co-production of internal adaptive capacity and external collaborative governance, whilst public value as a normative output. Such a synthesis yields a conceptual framework or model showing the systemic interplay of determinants, as opposed to just a list of disparate contributors.

These findings theoretically expand the applicability of dynamic capability theory to the public sector, an area that had so far been exclusive to studies of the private sector. In addition, this analysis reinforces the claim that adaptive governance is not only a coordination mechanism but also an arena of strategies to create sustainable public value. We contribute conceptually to an emergent public management theory progression by framing resilience as a strategic transformation process over time. The implication is that the next generation of studies of governance should envisage crises not also as anomalies but rather permanent conditions in need of adaptive institutional design.

Implications

This study also makes theoretical contributions to the public management and governance research at three major levels. First, this study guides dynamic capability theory into the public sector context. The theory has been broadly adopted in the private sector strategic management literature to explain competitive advantage. The synthesis indicates that sensing, seizing and reconfiguring capacities are also important in public organisations but with a different orientation: not for market advantage, but for service sustainability and the creation of value. Failure to maintain the above organizational building blocks can plausibly limit competitive success when legitimate access and service continuity itself becomes the core flexible element needed.

Second, this research supports and reframes adaptive governance as a strategic pillar, not just a mechanism for policy coordination. The synthesis of the literature shows that adaptive governance is an integrative system linking the internal capacity of organisation with external networks. This expands the takings of adaptive governance from being an action-response to complexity, to being a tool for transformational strategy in the long-term. Third, this article brings public value theory into the arena as an end point of strategic resilience capable to steer normative insight in lieu. It signifies that resilience is now about not only surviving a crisis, but doing so in ways that enable the continued provision of legitimate, trusted and high quality public value. The final stage includes integrating these findings and developing a critical synthesis that is integrated into one coherent concept map comprising of organizational capacity, governance structure and normative values as well within an encompassing higher-order system.

From a practical point of view, these findings serve as strategic guidance for leaders in public organizations when carrying out post-pandemic transformations. First, bureaucratic reform must prioritize

strengthening adaptive capability. An organizational culture of learning, data-oriented monitoring systems, and procedural flexibility in decision-making can help attain this. This requires that public organizations create iterative and adaptive policy evaluation mechanisms for addressing environmental dynamics. Second, investment in digital maturity should be placed as an investment and not a short-term technology project. In fact, digital transformation should be alongside business process redesign, enhancing human resource competency as well as improving data security and interoperability. Without this integration, however, digitalization may remain fragmented and fail to be relevant for strategic resilience.

Third, the case for collaborative governance needs to be embedded in formal cross-sector partnership mechanisms with a well-defined division of labour and accountability. The government can create collaborative platforms through which the public and private sector can jointly design and evaluate public services. Fourth, developing leadership agility is integral to all dimensions of integration. Public leadership development programs must focus on competencies in uncertainty management, crisis communication and evidence-based decision-making.

These results have substantive implications for the public administration reform agenda at the policy level. First, an institutionalised framework to assess the systemic resilience of public service provision. Performance targets need to extend beyond service productivity and throughput, such as resilience capacity development, digital preparedness or characteristic of network cooperation. Regulated Flexibility: Regulatory framework of public service should be constructed on principle of regulated flexibility meaning more innovation and responsiveness with lesser Centralised control, but obviously without sacrificing accountability (if possible done through regression etc) or transparency. In other words, no regulatory framework is complete without exploring the relationship of institutional resilience and operational adaptability.

Third, national digital transformation policies should be aligned with efforts to build adaptive governance. Digitalization of service must not be disjointed from reform within organization, and fortifying public legitimacy. This will be critical to avoid creating a digital access gap that will ultimately undermine the inclusiveness of our public services. Fourth, along the lines of decentralization, central and regional governments must put in place multi-level coordination mechanisms that promote risk-pooling and resource-sharing amidst crises. Strategic resilience is systemic: Thus, policies should promote both vertical and horizontal integration in the governance system.

4. Conclusion

This article explores the evolution of thinking about resilience since COVID-19 across public services in a systematic way and constructs a conceptual framework for strategic resilience embedding adaptive governance principles. Here, we provide a synthesis of the literature showing how the COVID-19 pandemic has initiated with both an operational resilience towards recovery and a strategic resilience toward a longer-term transformation paradigm shift. Resilience can no longer be seen simply as the idea of sustainably keeping service functions running, but instead encompasses wide capabilities for different public organizations to respond, reconfigure resources, and create public value in complex and uncertain times.

By integrating a systematic literature review with bibliometric analysis, this study uncovers five prominent drivers of strategic resilience, namely adaptive capability, digital maturity, collaborative governance, institutional flexibility, and leadership agility. These five dimensions you have identified are an interacting system that works on the sustainability of service and public legitimacy. As a result, strategic resilience is multiscale and cannot be described with just one mechanism.

The article makes its main contribution through the conceptual integration of dynamic capability theory, adaptive governance, and public value theory into a single analytical framework. This approach expands the scope of the study of public management by framing resilience not just as a response to an exceptional situation but rather as a framework for future governance. These findings highlight that the sustainability of public services in an age of structural uncertainty will require adaptive institutional design and strategic organizational capacity.

While this study offers a robust synthesis, there are important limitations to consider. First, this study is based on a systematic literature review; thus, its findings are reliant on publications available in the Scopus and Web of Science databases. Relevant studies outside of these databases may not have been identified. Second, the analysis period emphasized 2020–2026 to gain a post-pandemic context, and as such, literature before this period was not analyzed in-depth. Third, the resulting conceptual synthesis has not been empirically validated quantitatively or longitudinally. In addition, the bibliometric analysis employed is intended to only map the intellectual structure and does not serve as a substitute for the assessment of methodological quality on an article-by-article basis. The proposed conceptual model still needs empirical validation across different types of contexts and governance systems.

We derive several relevant future research agendas from these findings and limitations. First, empirical testing of the strategic resilience model is needed with quantitative methods, such as Structural Equation Modeling (SEM), multilevel modeling, or longitudinal analysis to explore causal relationships between dimensions. This is important for validating the suggested conceptual structure and detecting mediating and moderating variables that may appear in various contexts. Second, comparative studies can provide deeper insights into institutional differences in adaptive governance at either the cross-national or cross-governmental level. Such comparative analyses can shed light on how cultural influences, political systems, and fiscal capacity shape strategic resilience.

Third, future studies should investigate the combination of sophisticated technologies (e.g., AI, predictive analytics, and digital twin governance) within a strategic resilience structure. The complex and evolving digital transformation calls for an interdisciplinary approach at the intersection of public management, information systems, and technology policy. Fourth, resilience needs to be explored more intensively in normative terms, including how adaptive strategies affect the legitimacy and inclusiveness of public trust and services. A mixed-methods approach enriches our understanding of the social dynamics underlying governance transformation.

In summary, this article highlights that strategic resilience is the genesis of public governance in the future. In an increasingly fragile world fraught with multidimensional crises in health, climate, economic, and geopolitical systems, procedural stability is no longer a good enough condition for public organizations. Building it will require adaptive institutional design, strategic technology use, and sustainable collaboration across sectors. Specifically, we argue that framing resilience as a sort of consequential transformation (in contrast to reflexive response systems) creates the ground for theoretically and policy-oriented approaches to more nuanced, adaptive, and value-sensitive public service reforms.

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