

Adaptive Crisis Leadership in the Indonesian Private Sector: Navigating Digital Misinformation, Corporate Restructuring, and Multi-Hazard Disasters

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STATEMENT BY THE AUTHOR

I hereby declare that this submission is my own work and to the best of my knowledge, it contains no material previously published or written by another person, nor material which to a substantial extent has been accepted for the award of any other degree or diploma at any educational institution, except where due acknowledgement is made in the thesis.

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ABSTRACT

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In an era of polycrises and rapid digital misinformation, corporate disruptions severely threaten both market reputation and operational continuity. Standard Western crisis frameworks often fail in high-power-distance, collectivist contexts by ignoring local socio-cultural dynamics. This study proposes and empirically tests a culturally integrated crisis leadership framework for Indonesian state-owned enterprises (BUMN) and private corporations. Grounded in Boin's Crisis Sensemaking framework, the model evaluates how executive Crisis Meaning-Making Leadership drives Brand Equity Retention and Enterprise Recovery Speed, mediated by Modernized Paternalism (*Bapakism*) and Transformational *Gotong Royong*, and moderated by Gen-Z Workplace Preferences.

Using a quantitative research design, data were collected from N = 90 screened mid-to-senior operations managers, crisis leads, and executive decision-makers across Indonesian enterprises. The model was evaluated using Partial Least Squares Structural Equation Modeling (PLS-SEM) following standard two-stage evaluation protocols with 5,000 bootstrap iterations.

The structural results show that Crisis Meaning-Making Leadership and Transformational *Gotong Royong* exert strong, statistically significant direct positive effects on Brand Equity Retention, establishing cross-functional team collaboration as a primary shield for corporate reputation. Modernized *Bapakism* functions as a vital psychological "holding environment" (*Rasa Aman*), while Gen-Z preferences significantly moderate traditional communication pathways. Conversely, physical operational recovery speed was bounded by hard financial and resource constraints rather than soft cultural variables alone. These findings offer business leaders a culturally grounded roadmap to counter narrative threats, build workforce resilience, and protect enterprise value during complex disruptions.

Keywords: *Crisis Meaning-Making, Bapakism, Gotong Royong, Brand Equity Retention, Enterprise Recovery Speed, Gen-Z Preferences, PLS-SEM, Indonesian Enterprise Resilience.*

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DEDICATION

To my beloved family and dear friends,

For your unconditional love, endless patience, and unwavering faith in me throughout this journey. Your sacrifices and constant encouragement served as my strongest foundation, while your warmth and companionship kept my spirits high through every late night and challenge.

This work is dedicated to all of you.



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