



Research Article

Leadership During ERM Transition Implementation in The Public Sector

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A B S T R A K

This research aims to determine the appropriate leadership style in the public sector transition period from implementing vernacular risk management to formal risk management or ERM. This leadership style also considers leadership factors, and implementing a risk culture has become the main factor in implementing ERM in various studies. The research method uses a descriptive qualitative approach, with a research strategy in the form of case studies. The data used is primary data and secondary data. Primary data is the results of interviews with 16 respondents who are parties who participate in managing risks at the ZYX ministry. Secondary data is all internal and external data related to MRPN. The general conclusion is that Agile leadership is needed so that ZYX Ministry can adapt to the VUCA era. Leaders with agility can guide their organizations to become faster, more adaptive, and more productive. Agile Governance is the key to responsive and proactive governance.

INTRODUCTION

Global events with a systemic impact on the global economy, such as the global financial crisis of 2008, the COVID-19 pandemic (Zahry et al., 2023), the crises in Russia and Ukraine as noted by (Rogoff, 2022), the trade war between the United States and China, instances of bankruptcy resulting from debt, such as in Ghana, Argentina, Sri Lanka, and Greece, and cases of hyperinflation, exemplified by Turkey, Venezuela, and Zimbabwe. It is imperative to emphasize the requirement for various countries' governments to reconsider their risk governance and management strategies (Zahry et al., 2023).

Public sector organizations are increasingly endeavoring to execute enterprise risk management (ERM) to streamline procedures, generate efficiencies, and uphold public service connectivity. The financial crisis 2008 served as the primary impetus for G20 nations to adopt risk management in 2009. (Alijoyo, 2021).. Since 2009, merely five government agencies have implemented ERM (Alijoyo & Fisabilillah, 2021; Simanungkalit & Tobing, 2022). Most

government agencies incorporate risk management in a vernacular manner. Vernacular frameworks are created by individuals within an organization to tackle daily challenges; although they are not officially endorsed, they are regularly utilized by personnel. (Carlsson-Wall et al., 2019).

Presidential Regulation (Perpres) of the Republic of Indonesia, number 39 of 2023 concerning MRPN, released in July, was created as a legal framework for implementing ERM based on ISO 31000 by integrating the implementation of integrated risk management in various public sectors in Indonesia (Praja, 2023). A crucial element of this study involves employing a top-down approach to execute formal risk management systems in reaction to external influences or regulatory requirements.

The ERM implementation process involves integrating different phases. ERM implementation will significantly impact organizational culture. Leadership is crucial for managing situational factors and aligning ERM with business needs. Identifying appropriate leadership styles is essential for successful ERM implementation. This alignment enhances the probability of effective leadership.



Research on leadership has grown due to globalization and cultural complexity due to focusing on how leadership works in various cultures (Kargas & Varoutas, 2015).

Excellent organizational culture and dedicated leadership are essential for risk management (Alawattagama, 2022). Risk culture is part of the overall organizational culture regarding values and actions related to risk in the workplace (Miller, 2022). Leaders play a crucial role in establishing a risk-aware culture within the organization. In the public sector, political leaders change frequently, making it challenging to stay focused on risk management (Andersen & Young, 2023a). This research will focus on how leaders implement ERM during this transition period while also considering the development of a risk culture. Our paper is based on a case study of an Indonesian governmental agency, Ministry ZYX. The ZYX ministry is transitioning from vernacular risk management to integrated risk management or ERM based on Presidential Decree 39 of 2023 concerning MRPN. Vernacular risk management is how people in an organization handle risks using their methods, not the official rules. The workers create these systems based on their daily work and knowledge (Carlsson-Wall et al., 2019). A second-line risk management unit leads this transition process following the three-line model. Several things have been done by the risk management unit, namely preparing an internal MRPN structure, preparing internal MRPN guidelines, and coordinating with all work units to prepare internal MRPN documents (risk identification, risk control, etc.).

The risk management unit team had many obstacles in implementing risk management at the ZXY ministry. Based on research conducted by Alawattagama (2022), organizational barriers to implementing risk management are due to a lack of information, the need to stay within risk tolerance, and inadequate top management support. Alawattagama (2022) suggests that organizations must promote a supportive culture to overcome this challenge, and a dedicated risk management leader is recommended. We pose the following research question: the aim of this research is to find appropriate leadership styles should be congruent during the ERM implementation project process to increase the probability of achieving and sustaining leadership effectiveness. The theory used in this research is the Leadership of Risk Management analysis (van der Sluis, 2021) and IRM Risk Culture Aspects Model – Scorecard (IRM, 2012).

LITERATURE REVIEW

ERM Implementation in the Indonesian Public Sector

To achieve the vision of Indonesia Emas 2045, Indonesia must change its approach to be transformative from

reformative origins, especially prioritizing three areas of change: social and formation, governance, and the economy (Kemenko Ekon, 2023). Presidential Regulation (Perpres) of the Republic of Indonesia, number 39 of 2023 concerning MRPN, released in July, was created as a legal framework for implementing ERM based on ISO 31000 by integrating the implementation of integrated risk management in various public sectors in Indonesia (Praja, 2023)

The implementation of formal risk management in the public sector in Indonesia was initiated with the implementation of ISO 31000 in 2018 at the Ministry of Finance, after which since 2019, ISO 31000 was implemented at the Corruption Eradication Commission (KPK), Financial Services Authority (OJK), Bank Indonesia (BI), and Financial Audit Agency (BPK) (Alijoyo & Fisabilillah, 2021; Simanungkalit & Tobing, 2022). Problems with implementing ERM in Indonesia, according to Alijoyo (2021), include a need for more professionalism, competence, empathy, and ethics among public service officers. It needs to be an adequate information system, And the Organizational design needs to be more bureaucratic.

Presidential Decree 39 of 2023 concerning MRPN covers all risk management in National Development carried out by the MRPN Entity managing state finances. MRPN has various leadership-related policies, including forming an MRPN committee to represent the importance of national-scale leadership commitment or a top-down approach. The regulations also stipulate that the MRPN policy comprises the MRPN Structure, MRPN Framework, and Risk Culture Development Strategy. MRPN policies are divided into organizational and cross-sector MRPNs. (President of the Republic of Indonesia, 2023).

Leadership

Management studies journals have yet to review leadership and risk in 20 years. Psychology pays more attention to this topic, especially in heroism studies (Fourie, 2022). Leadership involves taking action despite risks. Leaders must navigate through uncertainty while simultaneously seizing opportunities. The ability to manage resilience is now a standard requirement for managers. Flexibility is crucial as every situation is distinct, and circumstances can change completely. Risks and opportunities are always present (van der Sluis, 2021). The behavior of top managers influences the entire company's approach to risk. Middle managers also play an important role by working closely with employees. Leadership control is crucial in establishing a company's risk culture (Grieser & Pedell, 2022).

Due in part to the tendency to “manage what can be quantified,” public risk management practices typically involve efforts for efficiency through internal controls (Raine & Lloyd, 2013). As a result, other approaches, such as facilitating collaborative solutions to emerging complex challenges, tend to be marginalized regarding managerial and leadership considerations (Kapucu & Ustun, 2018; Kim et al., 2021). A study from Andersen & Young (2023) stated That it could be argued that new approaches, structures, and capabilities in public sector risk leadership are critical to aligning enterprise risk management (ERM) with the demands of the evolving public risk landscape. Things that are taken into consideration in determining the type of management strategy an organization must adopt include the organizational situation, guidelines/regulations applied, how the governance model is implemented, and how we achieve the goals we want.

An unpredictable and challenging situation is VUCA, which stands for volatility, uncertainty, complexity, and ambiguity. Although much advice is available on leadership, every model fits the unique needs of the VUCA environment (Wilson, 2023). Wilson (2023) also states that leadership in VUCA conditions requires flexibility and quick thinking. Leaders must be ready to handle sudden changes and adjust their strategies. Leaders need to remain calm and make clear decisions when things are uncertain. Good leaders in a VUCA world listen to others and consider different points of view. They must also be brave and act even with minimal information.

Based on research on leadership in the Indonesian public sector, namely the Indonesian National Police in the VUCA ERA by Hitaris Suzan (2023), agile leadership is seen as navigating organizational performance capabilities to become faster, adaptive, superior, and productive. Agile governance is described as a government that is agile, fast, and proactive in simplifying bureaucracy. Adaptive bureaucracy is created from leadership with agility, prioritizing collaboration over command, and building competent teams.

Organizational and Cultural Risk

Based on research conducted by Hassan et al. (2022), risk culture is part of the overall organizational culture influencing risk management. A culture with “tight controls” can encourage the adoption of better risk governance practices, help everyone understand the importance of managing risk, encourage employees to participate in risk management activities, and ensure that managing risk is part of everyday work (Alawattagama, 2022).

Leadership must be distinct from risk culture. Many studies link to risk culture and leadership. Leaders in companies

play a significant role in creating and shaping a company culture to take risks. Company performance can influence how leaders approach risk. The leader's national culture can influence risk culture but is more strongly influenced by individual leadership. Sometimes, leaders may take risks to innovate and move the company forward. Leaders shape how much risk is okay and how it is handled (Fourie, 2022; Grieser & Pedell, 2022; Miller, 2022).

According to van der Sluis (2021), risk culture influences organizations, such as how a company deals with unknown challenges, and influences the level of risk a company is willing to take. A strong risk culture can help a company stay ready and relevant and affects how all employees, from leaders to new hires, work together; the last Risk culture can impact job satisfaction and personal growth for employees. Lack of information, risk tolerance issues, and top management support hinder effective risk management. Risk management should not be the sole responsibility of financial personnel (Alawattagama, 2022).

Previous Studies

Several previous studies are related/relevant to evaluating leadership strategies in the public sector. Hitaris Suzan (2023) with research on Leadership Agility in Creating an Adaptive and Precise Republic of Indonesia Police in the Vuca Era. The results of this research are that agile leadership is identified as a solution for the National Police to be adaptive and appropriate in the VUCA era. Agile leadership contrasts with traditional leadership, which is seen as inflexible and slow to respond to change. Agile Governance is described as a fast, proactive government that simplifies bureaucracy. This study shows that agile leaders must be innovative, nimble, and proactive and prioritize collaboration over commands. It was concluded that agile leadership could help the National Police provide faster, easier, and more practical services.

Andersen & Young (2023) compiled two studies regarding Enhancing public sector enterprise risk management through interactive information processing and Reshaping Public Sector (Enterprise) Risk Management. The results obtained in these two studies are:

1. Public sector ERM practices must be reshaped to address complexity and uncertainty by managing risk using better information sharing. Leaders' thinking biases often lead to missing important information from daily operations.
2. There is a need for the public sector to look for new methods to handle various public risks. For example, the difference between risk and uncertainty is highlighted, with calls for greater focus on uncertainty. Current ERM frameworks need to be

more control-based and effectively address risks that cannot be measured.

3. Strategic risk leadership is recommended to improve public sector risk management. Collaborative leadership and complexity are proposed effective methods for managing public sector risks.
4. In the public sector, ERM must focus on sustainable resilience over the long term.

Unlike previous studies, this research uses the research object in the form of the ZYX Ministry, one of the ministries that manages policies related to the economy. This ministry is transitioning from vernacular risk management to integrated risk management or ERM based on Presidential Decree 39 of 2023 concerning MRPN. This research is essential. After all, there has yet to be research regarding the strategies of public sector leaders during the transition period to optimize the implementation of ERM because the majority of the public sector in Indonesia is in a similar situation to implement ERM formally.

RESEARCH METHOD

The method and design used in this research is qualitative descriptive, which aims to obtain an in-depth, broad, and detailed picture of the event, individual, or situation under study (Saunders et al., 2019). Qualitative is often used as an equivalent term for any method of gathering information (such as interviews) or procedure for analyzing data (such as organizing data) that produces or relies on non-numerical data (Saunders et al., 2019). The type of research used for this research is a case study. Case studies collect information on specific objects, events, or activities, such as individuals, departments, business units, or organizations (Bougie et al., 2020).

Data collection techniques were carried out using secondary data from ZYX ministry documents supporting this research (regulations, documents related to risk management, etc.) and primary data originating from interviews with respondents from internal and external auditors. External to the ministry. The theory used in this research is the Leadership of Risk Management analysis (van der Sluis, 2021) and IRM Risk Culture Aspects Model – Scorecard (IRM, 2012). Table 1 below shows the sources who were respondents in this research. The selection of interview objects is based on the importance of the role of leadership in implementing risk management in the organization.

After collecting All The data, data analysis must be carried out. In this research, the data analysis follows the theory based on Bougie and Sekaran(2020). There are three steps: data analysis, data reduction, data display, and taking the conclusion.

Table 1. Profile Respondents

Participant	Position	Total Responden
AA	Risk manager	1
AB	Echelon 1 risk owner	1
BA	Risk management unit team	1
CA, CB, CC, CD	Risk team on management Echelon 1	4
DA, DE	Risk team on management Pusat Pusat	2
EA, EB, EC, ED, EF	Risk team on management Integrated Management Unit (UPT)	5
FA, FB	Auditor External	2

Source: Author's data processing results

Data reduction is also part of the analysis. Data reduction is selecting, focusing on simplifying, abstracting, and changing rough data from various data written in the field. Data reduction also means changing data in the form of images or recordings in written form and selecting data that will be needed and not needed. (Bougie & Sekaran, 2020). Data Presentation An important flow in data analysis is one of the data presentations, which contains the structure of the information collected and can provide the possibility of acting based on the conclusions drawn. Qualitative data can be presented as written notes in the field (Bougie & Sekaran, 2020). Validity testing is also used in the data presentation process to organize data and identify patterns and relationships, presenting data with various graphs, matrices, networks, and charts. This aims to make it easier to combine and organize information.

Concluding is analyzing and formulating conclusions based on the data collected to obtain a final report. Conclusions can be verified during research (Bougie & Sekaran, 2020). Verification includes ideas that intersect with the author's thinking and review of field notes.

RESULTS AND DISCUSSION

Based on the available documents related to the integrated SPIP maturity assessment, it can be concluded that the Ministry ZXY risk management and risk governance exist vernacularly.

Result

Based on the analysis of the management model, the Governance Model emerges as the most appropriate management model for Ministry ZYX. Its primary objective is to assist the organization, particularly its board members, in identifying novel and improved approaches to the fundamental challenge of allocating formal authority

amongst their constituents. The organization operates as a learning ecosystem with a pliable, agile, flexible, and adaptable nature (van der Sluis, 2021). The Governance Framework discerns the forefront and rear of an institution that aspires to exhibit nimbleness. It is advantageous and pertinent as a construction apparatus for conceptualizing the institution as a system that propels commercial worth. What ministry should ZXY do, such as:

1. Design the organization as a vessel, with one section below-decks and another above-decks.
2. Partition of the labor into managerial activities to be carried out below decks and fundamental frontline activities to be performed above decks.
3. Construct the organization as an ecosystem in terms of a structural and functional entity of organizational members.
4. Furnish job and learning opportunities for all individuals willing and capable of contributing to the organization's purpose and vision.
5. Cultivate an organizational ethos in which employees aspire to excel, harness their aptitude to generate something of value, and overall build upon the organization's caliber, continuity, and distinctiveness.
6. Maintain close communication with organizational members and ascertain how you can assist them in enhancing their performance.
7. Instead of making judgments, focus on developing organizational members and their teams. Offer guidance where and when it is deemed necessary in your estimation.
8. Exhibit responsibility and resolve the problems within your capacity to solve.
9. Leverage the diversity within the workforce. Recognize the disparities among employees and derive benefits from them.

The Ministry must also monitor the implementation of the following things when implementing ERM.

1. The risk governance process starts adjusting the MRPN Process with pre-assessment, risk appraisal, risk and concern assessments, tolerance evaluation, acceptance judgment, Risk Management, and Communication.
2. Improving the MRPN structure at the Ministry of Industry does not form a governing body based on the three-line model developed by IIA and INATOSAI.
3. Capacity development related to risk management within the ministry has been carried out for years through technical guidance, outreach, and workshops related to SPIP and risk management, even though the employees' capabilities could have been more optimal in preparing the MRPN document.
4. The Ministry will prepare an MRPN Policy Road Map For all MRPN policies at The Ministry ZYX. The foremost concern in formulating the MRPN policy

roadmap revolves around cultivating Risk Culture. The remaining five policies necessitate careful preparation, taking into consideration risk culture.

5. Intensive and mass outreach regarding the MRPN Policy of The Ministry ZYX, especially regarding the role and function of the three-line model.
6. Using computer information technology and AI as tools can help facilitate the exchange of data and information by bypassing the impact of information filtering and cognitive biases.

The impact of complexity, uncertainty, and unknowns is more fully considered, complex dynamic conditions with the potential for highly unpredictable impacts are assumed, and efforts are made to fully engage with the uncertainty and unknown conditions of emerging events by considering public sector entities as guarantors or community risk guarantors. Several important characteristics of strategic risk leadership are summarized in the attributes of public (risk) managers with critical leadership abilities, namely the capacity to lead, guide, and support subordinates, which is very important. Additionally, implementing strategies that promote resilience and adapt to changing business climates is essential. Additionally, having the skills to detect challenging situations early, coordinate effectively, and prepare for future scenarios is necessary to increase team resilience. Leaders support a culture open to change and leadership collaboration that Aims for long-term social solutions and sustainable resilience as a measure of success, Understanding and managing internal organizational dynamics, and effectively dealing with external environmental factors (Lisdiono et al., 2022; Andersen & Young, 2023a; Andersen & Young, 2023b; Kapucu & Ustun, 2018; Nuryadin et al., 2023; Wilson, 2023).

Agile Governance is essential for governments that want to be fast and proactive. Agile leaders must focus on teamwork and collaboration instead of just giving orders. Traditional leadership styles must be faster and more flexible for today's rapid changes (Andersen & Young, 2021; Hitaris Suzan, 2023; Kapucu & Ustun, 2018; Kim, 2014; Wilson, 2023).

CONCLUSION

A review of studies suggests that dynamic adaptive risk management is a promising way to upgrade ERM. CIT and AI can facilitate open information exchange to avoid biases and manipulation. Digitization in the public sector has both positive economic effects and unexpected consequences. Leadership style is essential in fostering entrepreneurial initiatives and collaborative efforts. Leadership skills, not

technical prowess, are needed for public risk management. Strategic risk leadership involves recognizing uncertainty and engaging collective intelligence of responsive risk strategies. The most important thing is the consolidation of risk culture in all MRPN policies, with the aim of sustainable resilience in the long term.

Public sector challenges are unique, requiring a different approach than that used in commercial enterprises. Collaborative leadership and complexity are proposed as effective methods for managing public sector risks. Agile leadership is needed so that ZYX Ministry can adapt to the VUCA era. Leaders with agility can guide their organizations to become faster, more adaptive, and more productive. Agile Governance is the key to responsive and proactive governance. Agile leaders prioritize teamwork and collaboration over simply giving orders. Traditional leadership needs to be faster and more flexible for modern challenges.

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