

**DINAMIKA RESILIENSI DALAM PERSPEKTIF KEPEMIMPINAN  
LEMBAGA SWADAYA MASYARAKAT GITA PERTIWI SURAKARTA  
(STUDI KASUS: PANDEMI COVID-19)**

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**INTISARI**

Penelitian ini bertujuan untuk mengkaji dinamika resiliensi organisasi dalam perspektif kepemimpinan pada Lembaga Swadaya Masyarakat (LSM) Gita Pertiwi Surakarta selama menghadapi krisis pandemi COVID-19. Fokus utama penelitian ini adalah menganalisis bagaimana gaya kepemimpinan situasional—*Telling, Selling, Participating, dan Delegating*—diterapkan oleh pimpinan organisasi dalam merespons tantangan yang muncul selama pandemi. Selain itu, penelitian ini juga mengeksplorasi pembentukan kapabilitas resiliensi organisasi, yang mencakup aspek kognitif, perilaku, dan kontekstual, serta proses resiliensi yang berlangsung melalui tiga tahapan utama: antisipasi, penanganan (*coping*), dan adaptasi. Pendekatan penelitian yang digunakan adalah kualitatif deskriptif dengan metode studi kasus. Teknik pengumpulan data meliputi wawancara mendalam, observasi, dan dokumentasi. Data dianalisis menggunakan model Miles dan Huberman melalui tahapan reduksi data, penyajian data, dan penarikan kesimpulan. Validitas data diperkuat melalui triangulasi sumber, teknik, dan waktu.

Secara teoritis, penelitian ini mengintegrasikan tiga kerangka konsep utama. Pertama, teori kepemimpinan situasional dari Hersey dan Blanchard (1982) yang menjelaskan pentingnya pemimpin dalam menyesuaikan gaya kepemimpinan—mengarahkan, menjual, berpartisipasi, dan mendelegasikan—dengan kesiapan anggota. Kedua, model tahapan resiliensi organisasi dari Duchek (2020) yang meliputi antisipasi, *coping*, dan adaptasi. Ketiga, model kapabilitas resiliensi organisasi dari Lengnick-Hall et al. (2011) yang mencakup kapabilitas kognitif, perilaku, dan kontekstual.

Hasil penelitian menunjukkan bahwa gaya kepemimpinan yang fleksibel dan adaptif menjadi fondasi penting dalam merespons dinamika krisis yang dihadapi LSM Gita Pertiwi selama pandemi COVID-19. Kepemimpinan situasional diterapkan secara kontekstual dengan menyesuaikan gaya kepemimpinan terhadap kondisi tim dan tantangan eksternal. Di sisi lain, resiliensi organisasi terbentuk melalui kombinasi struktur kerja yang kolaboratif, inovasi program yang responsif terhadap kebutuhan masyarakat, budaya organisasi yang kuat, serta keterlibatan aktif baik dari tim internal maupun mitra eksternal. Kolaborasi yang erat dan komitmen terhadap nilai-nilai keberlanjutan sosial terbukti memperkuat ketahanan kelembagaan dalam menghadapi krisis. Temuan ini memberikan kontribusi strategis bagi penguatan kapasitas organisasi masyarakat sipil melalui pendekatan kepemimpinan yang kontekstual, partisipatif, dan berkelanjutan.

Kata kunci: Gita Pertiwi, Kepemimpinan Situasional, Pandemi COVID-19, Resiliensi Organisasi.

**RESILIENCE DYNAMICS IN LEADERSHIP PERSPECTIVE  
GITA PERTIWI SURAKARTA COMMUNITY-BASED ORGANIZATION  
(CASE STUDY: COVID-19 PANDEMIC)**

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**ABSTRACT**

This study aims to examine the dynamics of organizational resilience in the perspective of leadership at the Gita Pertiwi Surakarta Non-Governmental Organization (NGO) during the COVID-19 pandemic crisis. The main focus of this study is to analyze how situational leadership styles—*Telling*, *Selling*, *Participating*, and *Delegating*—are applied by organizational leaders in responding to challenges that arise during the pandemic. In addition, this study also explores the formation of organizational resilience capabilities, which include cognitive, behavioral, and contextual aspects, as well as the resilience process that takes place through three main stages: anticipation, handling (*coping*), and adaptation. The research approach used is descriptive qualitative with a case study method. Data collection techniques include in-depth interviews, observation, and documentation. Data was analyzed using the Miles and Huberman model through the stages of data reduction, data presentation, and drawing conclusions. Data validity was strengthened through triangulation of sources, techniques, and time.

Theoretically, this study integrates three main conceptual frameworks. First, the situational leadership theory of Hersey and Blanchard (1982) which explains the importance of leaders in adjusting leadership styles—*directing*, *selling*, *participating*, and *delegating*—to member readiness. Second, the organizational resilience stage model of Duchek (2020) which includes anticipation, *coping*, and adaptation. Third, the organizational resilience capability model of Lengnick-Hall et al. (2011) which includes cognitive, behavioral, and contextual capabilities.

The results of the study indicate that a flexible and adaptive leadership style is an important foundation in responding to the dynamics of the crisis faced by the Gita Pertiwi NGO during the COVID-19 pandemic. Situational leadership is applied contextually by adjusting the leadership style to team conditions and external challenges. On the other hand, organizational resilience is formed through a combination of collaborative work structures, program innovations that are responsive to community needs, strong organizational culture, and active involvement from both internal teams and external partners. Close collaboration and commitment to social sustainability values have been shown to strengthen institutional resilience in the face of crises. These findings provide a strategic contribution to strengthening the capacity of civil society organizations through a contextual, participatory, and sustainable leadership approach.

**Keywords:** COVID-19 Pandemic, Gita Pertiwi, Organizational Resilience, Situational Leadership