

**KEPEMIMPINAN KOLABORATIF DALAM OPERASI
PENCARIAN DAN PERTOLONGAN PADA
BENCANA GEMPABUMI**

Disertasi
untuk memenuhi sebagian persyaratan
mencapai derajat S-3

Program Studi Kepemimpinan dan Inovasi Kebijakan



diajukan oleh
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kepada
**SEKOLAH PASCASARJANA
UNIVERSITAS GADJAH MADA
YOGYAKARTA
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DISERTASI
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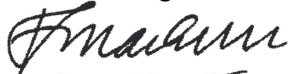
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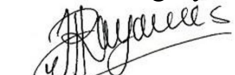


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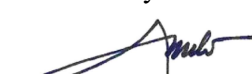
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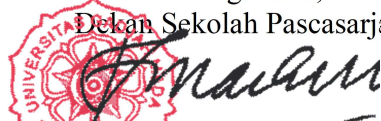
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INTISARI

Studi ini mengkaji tentang kepemimpinan pada saat operasi pencarian dan pertolongan atas bencana gempabumi di Palu Sulawesi Tengah pada tahun 2018, dengan menitikberatkan pada pelaksanaan kepemimpinan operasi pencarian dan pertolongan dan kepemimpinan kolaboratif yang harus dilakukan apabila terjadi bencana gempabumi. Gubernur sebagai kepala daerah melaksanakan manajemen tanggap darurat bencana melalui penunjukan Komandan Korem sebagai Komandan Tanggap Darurat Penanganan Bencana dan Gempabumi di Palu dan Kepala Badan Nasional Pencarian dan Pertolongan menunjuk Kepala Kantor Pencarian dan Pertolongan sebagai Koordinator Misi Pencarian dan Pertolongan.

Penelitian ini dilakukan dengan metode deskriptif kualitatif pendekatan studi kasus dengan mengeksplorasi kegiatan dan aktivitas dari satu individu, kelompok, komunitas, atau unit lain yang melakukan pencarian dan pertolongan pada bencana gempabumi di Palu dengan memberikan gambaran mengenai kepemimpinan pada saat bencana gempabumi. Pengumpulan data pendukung penelitian dari observasi di lapangan, *Focus Group Discussion* (FGD), dan wawancara mendalam dengan tokoh kunci saat terjadi bencana.

Hasil penelitian ini menunjukkan bahwa praktik dan kualitas kepemimpinan adalah: Pertama, bahwa sebagaimana siklus manajemen bencana terdapat 3 (tiga) hal yaitu: tahapan prabencana, tanggap darurat, dan pascabencana. Oleh karenanya pelaksanaan operasi pencarian dan pertolongan pada tanggap darurat bencana di Palu tidak terlepas dari kegiatan pada saat prabencana yang meliputi mitigasi dan kesiapsiagaan, sehingga keberhasilan operasi pencarian dan pertolongan ditentukan oleh mitigasi dan kesiapsiagaan yang meliputi sosialisasi, pembuatan rencana kontingensi, pelatihan dan latihan, serta simulasi yang dilakukan oleh Kantor Pencarian dan Pertolongan Palu, Pemerintah Daerah, pemangku kepentingan lainnya, dan masyarakat. Kedua, kualitas kepemimpinan kolaboratif untuk pencarian dan pertolongan meliputi: (1) nilai-nilai dasar bagi seorang pemimpin, (2) pemanfaatan kecerdasan majemuk yaitu kemampuan teknis pencarian dan pertolongan dan kemampuan lainnya (kecerdasan emosional, kecerdasan spiritual, kecerdasan social, dan kemampuan bertahan dalam kondisi kedaruratan (*adversity intelligent*)), (3) pengelolaan tim pencarian dan pertolongan, (4) serta kemampuan menjalin hubungan kerja (*networking*).

Hasil penelitian juga menjelaskan tentang pelaksanaan kepemimpinan kolaboratif dalam menangani bencana gempabumi yang memiliki kompetensi kepemimpinan diri sendiri, kemampuan pemimpin dalam mengelola operasi pencarian dan pertolongan, melakukan koordinasi lintas sektor dan mengelola sumber daya manusia pencarian dan pertolongan. Penelitian ini juga menemukan: Pertama, sistem komando yang diterapkan dalam kondisi tanggap darurat ternyata tidak efektif digunakan untuk mengatasi Permasalahan-Permasalahan yang melibatkan multi sektor. Kedua, kepemimpinan kolaborasi telah ditunjukkan dalam operasi pencarian dan pertolongan di Palu, namun terdapat temuan

penelitian yaitu, kepemimpinan yang belum memanfaatkan kemampuan majemuk dari Potensi Pencarian dan Pertolongan, terdapat struktur manajemen tanggap darurat berdasarkan struktur yang dibentuk oleh Tentara Nasional Indonesia (TNI), kemampuan kepemimpinan dalam memahami karakteristik daerah dan kearifan lokal belum maksimal, kurangnya pengelolaan Potensi Pencarian dan Pertolongan yang ikut dalam operasi pencarian dan pertolongan, dan kurang adanya pemberdayaan dan pelibatan peran lokal.

Kata Kunci : Kepemimpinan, Pencarian dan Pertolongan, Koordinator Misi Pencarian dan Pertolongan, dan Kolaboratif.

ABSTRACT

This research examine about leadership in the search and rescue operation during the earthquake natural disaster in Palu, Central Sulawesi on 2018, that emphasize about the implementation of leadership upon the search and rescue operation and collaborative leadership that has to be done when earthquake natural disaster happens. The Governor as the regional head carries out disaster emergency response management through the appointment of the Korem Commander as the Emergency Response Commander for Disaster and Earthquake Management in Palu and the Head of the National Search and Rescue Agency appoints the Head of the Search and Rescue Office as the Search and Rescue Mission Coordinator.

This research is made with decriptive qualitative method with study case approach, that explore the action and activities from one individuals, groups, communities, and other units doing the search and rescue operation in Palu's earthquake natural disaster, that gives an overview about leadership during the earthquake natural disaster. Collecting the research supporting data from field observing, focus group discussion, and deep interviews with key figures during the disasters.

The results of this study indicate that leadership practices and qualities are: First, as in the disaster management cycle, there are 3 (three) things, namely pre-disaster, emergency response, and post-disaster stages. So the implementation of search and rescue operations in disaster emergencies in Palu cannot be separated from activities during pre-disaster which include mitigation and preparedness, so that the success of search and rescue operations is determined by mitigation and preparedness which includes socialization, making contingency plans, training, excercise and simulations carried out by the Search and Rescue Office in Palu, the local government, other stakeholders and the community. Second, collaborative leadership qualities for and assistance include basic values for a leader, the use of multiple intelligences, namely the ability to search and other assistance, namely emotional intelligence, spiritual intelligence, social intelligence and the ability to survive in emergency conditions (adversity intelligent), managing search and rescue teams. assistance and the ability to establish a working relationship (networking).

The results of the study also explain the implementation of collaborative leadership in dealing with earthquake disasters that have self-leadership competence, the ability of leaders to manage search and rescue operations, conduct cross-sectoral coordination and manage search and rescue human resources. This study also found that First, the command system applied in emergency response conditions was not effectively used to solve problems involving multiple sectors. Second, collaborative leadership has been demonstrated in search and rescue operations in Palu, but there are research findings ; leadership that has not utilized the multiple capabilities of Search and Rescue Potential, an emergency response management structure based on the structure established by the Indonesian National Armed Forces, and capabilities leadership in understanding regional characteristics and local wisdom has not

been maximized, lack of management of Search and Rescue Potentials participating in search and rescue operations, and lack of empowerment and involvement of local roles. Lack of management of Search and Rescue Potentials participating in search and rescue operations, and lack of empowerment and involvement of local roles.

Keywords: *leadership, search and rescue, search and rescue mission coordinator, and collaborative*

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