

# Strategi Adaptasi Organisasi Pelayanan Kemanusiaan untuk Bertahan selama Pandemi COVID-19 (Studi deskriptif di Yayasan Cinta Harapan Indonesia Autism Center) = Adaptation Strategies of Human Services Organization to Survive During the COVID-19 Pandemic (Descriptive study at Yayasan Cinta Harapan Indonesia Autism Center)

Aldilah Putri Melina, author

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## Abstrak

Skripsi ini tentang strategi adaptasi organisasi pelayanan kemanusiaan untuk bertahan selama pandemi COVID-19 yang dibahas dari disiplin Ilmu Kesejahteraan Sosial. Kemunculan COVID-19 dinyatakan sebagai pandemi oleh WHO yang kemudian memunculkan kebijakan baru di setiap negara, termasuk Indonesia terkait pembatasan kegiatan masyarakat berskala besar. Kebijakan tersebut juga berdampak pada organisasi pelayanan kemanusiaan. Penelitian ini bertujuan menjelaskan strategi adaptasi yang dilakukan organisasi pelayanan kemanusiaan yang bergerak dibidang terapi gratis anak autisma pada keluarga pra-sejahtera yaitu Yayasan Cinta Harapan Indonesia Autism Center (YCHI), serta menjelaskan faktor keberhasilan YCHI dalam melakukan strategi adaptasi selama pandemi COVID-19. Penelitian menggunakan metode kualitatif, jenis penelitian deskriptif. Pengambilan data dilakukan pada Bulan April 2022 hingga Desember 2022 melalui studi literatur, observasi dan wawancara mendalam dengan total delapan informan yang dipilih dengan teknik purposive sampling. Tiga informan utama penelitian ini adalah karyawan manajerial pusat YCHI dan lima informan pendukung adalah para kepala cabang, terapis dan donatur. Data diolah dan dianalisis dengan/melalui teknik pengkodean yaitu open coding, axial coding, dan selective coding. Hasil penelitian menunjukkan bahwa Yayasan Cinta Harapan Indonesia selama pandemi COVID-19 melakukan strategi adaptasi sehingga berhasil bertahan dan tetap memberikan terapi gratis anak autisma pada keluarga pra-sejahtera. Strategi adaptasi yang dilakukan mencakup: 1) pengelolaan keuangan dengan memangkas pengeluaran gaji pokok karyawan, menghemat pengeluaran operasional, memanfaatkan uang kas cabang, berinovasi membuat produk profit, menjalin hubungan kembali dengan perusahaan fundraising, kegiatan donasi; 2) pengelolaan hubungan lembaga dengan lingkungan eksternal berupa menggiatkan brand awareness, menjaga hubungan baik dengan eksternal; 3) pengelolaan klien dengan merubah bentuk pelayanan keterapisan, mengoptimalkan fungsi orang tua/wali klien, memberikan bahan ajar ke orang tua/wali klien, terapis menyediakan waktu untuk orang tua/wali klien saat terapi daring, dan pemberian bantuan sembako untuk keluarga klien; 4) pengelolaan karyawan dengan cara menjaga komunikasi antar karyawan, pengawasan kinerja karyawan secara daring, dan memaksimalkan fungsi karyawan dengan pelatihan daring. Strategi adaptasi yang dilakukan YCHI meliputi efficient workforce, embrace social media, dan embrace technology, dan penelitian ini dapat menjadi salah satu bentuk strategi adaptasi learn through it pada YCHI. Strategi adaptasi yang dilakukan YCHI telah mencapai kelas empat dari lima kelas yaitu 1) pengembangan program baru, 2) restrukturisasi organisasi atau menghentikan beberapa layanan, 3) melakukan kerja sama dengan pihak lain dan, 4) melakukan cara lain untuk menghasilkan pendapatan. Adapun faktor pendukung keberhasilan yang dialami YCHI, yaitu: 1) kepercayaan donatur dan dukungan eksternal, 2) pola komunikasi dan kerja sama yang baik antar karyawan, 3) karyawan yang inovatif, serta 4) lembaga yang tetap menjaga hubungan komunikasi dengan pihak

eksternal selama pandemi COVID-19. Adapun faktor penghambat yang dialami YCHI saat melakukan strategi adaptasi, yaitu: 1) kebijakan pemerintah, 2) kondisi orang tua/wali klien yang sulit mengikuti pelayanan daring selama pandemi COVID-19, 3) masalah teknis jaringan internet dan zona waktu yang dihadapi para karyawan, serta 4) beberapa karyawan yang belum dapat beradaptasi dengan teknologi. Hasil penelitian ini diharapkan dapat berkontribusi pada Program Studi Ilmu Kesejahteraan Sosial untuk pengembangan mata kuliah Manajemen Organisasi Pelayanan Kemanusiaan terkait strategi adaptasi organisasi pelayanan kemanusiaan pada kondisi pandemi.

.....This thesis is about adaptation strategies of human services organizations to survive during the COVID-19 pandemic discussed from the Social Welfare Science discipline. The emergence of COVID-19 was declared a pandemic by WHO which then led to new policies in every country, including Indonesia regarding restrictions on large-scale community activities. The policy also impacts humanitarian service organizations. This study aims to explain the adaptation strategy carried out by a human services organizations engaged in free therapy for children with autism in underprivileged families, namely the Cinta Harapan Indonesia Autism Center (YCHI) Foundation, as well as explain YCHI's success factors in carrying out adaptation strategies during the COVID-19 pandemic. This research using qualitative methods, this type of research is descriptive. Data collection was carried out from April 2022 to December 2022 through literature studies, observations and in-depth interviews with a total of eight informants who were selected using a purposive sampling technique. The three main informants of this study were YCHI center managerial employees and the five supporting informants were branch heads, therapists and donors. Data were processed and analyzed with/through coding techniques, namely open coding, axial coding, and selective coding. The results of the study show that the Cinta Harapan Indonesia Foundation during the COVID-19 pandemic carried out adaptation strategies so that they managed to survive and continue to provide free therapy for children with autism to underprivileged families. The adaptation strategies implemented include: 1) financial management by cutting employee base salary expenses, saving operational expenses, utilizing branch cash, innovating to make profit products, re-establishing relationships with fundraising companies, donation activities; 2) management of institutional relations with the external environment in the form of activating brand awareness, maintaining good relations with externals; 3) client management by changing the form of therapy services, optimizing the functions of the client's parent/guardian, providing teaching materials to the client's parent/guardian, the therapist providing time for the client's parent/guardian during online therapy, and providing basic food assistance to the client's family; 4) managing employees by maintaining communication between employees, monitoring employee performance online, and maximizing employee functions with online training. YCHI's adaptation strategies include efficient workforce, embrace social media, and embrace technology, and this research can be a form of learn through it at YCHI. YCHI's adaptation strategy has reached class four out of five classes, namely 1) new program development, 2) organizational restructuring or discontinuing some services, 3) cooperating with other parties and, 4) implementing other ways to generate income. The supporting factors for YCHI's success are: 1) donor trust and external support, 2) good communication and collaboration patterns between employees, 3) innovative employees, and 4) institutions that maintain communication with external parties during the pandemic COVID-19. The inhibiting factors experienced by YCHI when carrying out the adaptation strategy, namely: 1) government policies, 2) the condition of parents/guardians of clients who find it difficult to participate in online services during the COVID-19 pandemic, 3) technical problems with internet networks and time zones faced by employees, and 4) some employees who have not been able to

adapt to technology. The results of this research are expected to contribute to the Social Welfare Study Program for the development of the Human Service Organization Management course related to adaptation strategies of human services organizations in pandemic conditions.