

## CRISIS MANAGEMENT OF PT. NINDYA KARYA (PERSERO) BASED ON ORGANIZATIONAL CULTURE AND LEADERSHIP

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### ABSTRACT

*The Covid-19 pandemic has evolved into a global crisis that extends beyond the health sector, significantly impacting various aspects of society, including the construction industry. This study employs a qualitative method using a phenomenological approach to explore how organizational actors perceive and respond to the crisis. The concept of intentionality is used to understand individual consciousness and lived experiences during the pandemic. The findings reveal that organizational culture plays a pivotal role in ensuring the continuity of operations throughout all phases of crisis management. Core institutional values, shared knowledge, and habitual organizational practices serve as internal strengths that enable effective adaptation. An adaptive organizational culture enhances resilience and readiness in the face of unexpected disruptions. Additionally, leadership emerges as a key determinant in shaping the organization's response to crisis situations. The study highlights that adaptive leadership characterized by flexibility, decisiveness, and emotional intelligence is essential for navigating uncertainties. The implications of this research suggest that both adaptive culture and leadership competencies must be actively developed to strengthen organizational crisis preparedness, particularly in high-risk sectors such as construction. These findings provide practical insights for policymakers and organizational leaders aiming to build more resilient and responsive institutions in the post-pandemic era.*

**KEYWORDS** Crisis Management, PT Nindya Karya, Organizational Culture, Leadership



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### INTRODUCTION

The Covid-19 pandemic has become an extraordinary event that goes beyond a health crisis and affects various sectors of life, including the construction sector. As a sector that relies heavily on workforce mobility and a smooth supply chain, the construction industry in Indonesia is facing major challenges due to social restrictions, strict health protocols, and logistical disruptions (Aeni, 2021; Arianto, 2021; Kusno, 2020; Nasution et al., 2020; PH et al., 2020). The government's budget refocusing policy also adds to the complexity of the situation, resulting in delays or cancellations of infrastructure projects, which have a direct impact on the performance of construction companies.

A crisis is an event that occurs infrequently but has a major impact and requires a rapid response. The Covid-19 pandemic is a clear manifestation of this definition, especially in the construction sector, which has experienced significant operational and financial disruption. Projects have stalled, material distribution has been hampered, and operational costs have increased, creating great pressure for companies, including PT Nindya Karya and other Karya BUMNs. Data shows that PT Nindya Karya's operating revenue in 2020 fell by 62.53%, reflecting the impact of the pandemic on the company's efficiency and profitability.

The global construction industry exhibits a high reliance on conventional work patterns, international supply chains, and an inability to adapt quickly to sudden changes (Niu et al.,

2023; Onat & Kucukvar, 2020; Park et al., 2023; Sanni-Anibire et al., 2022). On the other hand, the pandemic has also driven the adoption of new technologies such as modular construction, 3D printing, and AI-based software, which are seen as important strategies to improve the efficiency and flexibility of the sector.

Crises such as the Covid-19 pandemic also highlight the importance of organizational culture and leadership in supporting the crisis management process. An adaptive organizational culture and effective leadership are key to proactively facing crisis challenges. An organizational culture that supports innovation and collaboration can drive better risk mitigation actions, while competent leadership can help organizations manage internal and external pressures more effectively (Iftikhar et al., 2023; Meiste & Jakstiene, 2015; Myslín et al., 2023; Rasedi & Sibindi, 2023).

By understanding the significant impact of the Covid-19 pandemic on the construction sector and the importance of effective crisis management, this research aims to explore relevant mitigation strategies for construction companies in Indonesia, especially in the context of post-pandemic recovery. This research also examines the role of organizational culture and leadership as key elements in supporting the sustainability of the construction sector amidst global uncertainty.

Therefore, this study seeks to fill that gap by analyzing the role of leadership and organizational culture in mitigating the impact of the Covid-19 crisis within Indonesian construction companies. By focusing on PT Nindya Karya as a case study, this research aims to generate practical insights for enhancing organizational preparedness and sustainability in facing future crises. The novelty of this study lies in its contextualized investigation of leadership and cultural dynamics as strategic levers for crisis management in a sector that has traditionally been slow to transform.

## RESEARCH METHOD

This research aims to understand and explore more deeply the types of culture and leadership styles that influence PT *Nindya Karya* (Persero) organizational crisis management during the Covid-19 pandemic, as well as the combination pattern between organizational culture and leadership that can be utilized in each phase of PT *Nindya Karya* (Persero)'s crisis management.

The research method used is qualitative. Qualitative research is scientific research that aims to understand human problems in a social context by describing a comprehensive and complex picture, presenting reports from detailed views of information sources, and is carried out in settings that occur naturally without any intervention from researchers.

Qualitative research is carried out by prioritizing a process of in-depth communication interaction between the researcher and the phenomenon (Creswell & Creswell, 2017; Radovic-Markovic, 2023). This phenomenon is about what is experienced by research subjects, such as behavior, perception, motivation, actions, and so on, holistically, using descriptive means in the form of words and language, within a special natural context, and by utilizing various scientific methods.

This research uses a phenomenological approach, which focuses on something experienced in individual consciousness, known as intentionality. Intentionality describes the relationship between processes that occur in consciousness and the objects of concern in that

process. In the phenomenological approach, experience or awareness is always awareness of something—seeing is seeing something, remembering is remembering something, judging is judging something, with the object of awareness stimulated by the perception of a "real" object or through the act of remembering or creative power.

Phenomenology in this research was chosen to describe in depth the organizational crisis management process at PT *Nindya Karya* (Persero), to explain the relationship between organizational culture and the type of leadership that emerges to formulate policies and decisions for organizations in facing crisis situations. This research method was selected by the researcher to reveal the phenomenon in depth, with an actual social background, emphasizing the process, full of meaning, with the researcher becoming the main research instrument to obtain objective, valid, and reliable data.

## **RESULT AND DISCUSSION**

### **The Relationship between Organizational Culture and the Combination of Leadership Styles During the Crisis Period**

The relationship between organizational culture and the combination of leadership styles during a crisis at PT. *Nindya Karya* shows that success in overcoming a crisis depends on how organizational values are translated into action through an adaptive leadership style. Combining a competitive culture with an appropriate leadership style, such as transformational or democratic, can improve an organization's ability to build resilience, encourage innovation, and manage change effectively.

#### **1. Akhlak As the Basis of Corporate Values and Culture in Facing The Crisis**

Based on the theory of Mileti et al. (2002), organizational culture plays a major role in shaping the way organizations respond to existing crises and challenges. Institutional values, knowledge and habits that have been internalized in the company culture greatly influence the success of crisis management. At PT. *Nindya Karya* (Persero), an organizational culture built on AKHLAK values (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative) provides a strong foundation in facing crises, especially during the Covid-19 pandemic.

These values not only guide decision making but also shape the way organizations operate, interact and adapt in situations full of uncertainty. Organizational culture plays a crucial role in supporting crisis management, where the institutional values, knowledge and habits inherent in an organization can strengthen the response to a crisis. In this case, organizational culture functions as a foundation for creating resilience and effective responses to crises. Prior to changes in core values adapted from the Ministry of BUMN in 2020, PT. *Nindya Karya* carries the 5C values (Commitment, Competitive, Customer Focus, Care and Competence). However, after changing its core values to AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative), the company adjusted its organizational culture to be more relevant to the demands of the external environment and the crisis challenges it faced.

The Trust Value, which emphasizes integrity and responsibility, is critical in building trust between management and employees during the crisis. Transformational and democratic

leadership styles are used to ensure that decisions taken take into account strong moral and ethical aspects, maintaining team and business partner commitment. This trust also strengthens a culture of alertness towards potential early crises.

The Competent Value emphasizes the importance of continuous learning and competency development. During the crisis, PT. Nindya Karya focuses on improving employee capabilities through training and personal development, ensuring they remain ready to face rapidly changing challenges. This is in keeping with an organizational culture that encourages continuous learning and adaptive responses to change.

Harmonious values prioritize mutual care and respect for differences in the organization. Leaders who prioritize this value choose a democratic leadership style, where active participation and collaboration are key to dealing with crises. By maintaining harmony between team members and external parties, PT. Nindya Karya creates a work environment that is conducive to innovation and creative solutions in facing crises.

The Loyal value ensures that all elements of the organization remain committed to the company's long-term goals, even though the crisis provides short-term pressure. Leadership that prioritizes the value of loyalty tends to use a directive approach to ensure organizational actions remain aligned with the company's strategic goals. Firmness in decision making is important to maintain the company's focus on sustainability even in situations full of uncertainty.

Adaptive Value encourages innovation and flexibility in responding to rapid change. Transformational and democratic leadership adopted at PT. Nindya Karya encourages the team to always innovate and look for proactive solutions. This is especially important in facing rapidly changing challenges, such as those occurring during the pandemic. Adaptive organizations can survive and continue to develop even in very dynamic conditions.

Collaborative Values emphasize the importance of synergistic cooperation, both within the organization and with external partners. During the crisis, PT. Nindya Karya strengthens collaboration across departments and with external partners to ensure resources are utilized optimally. A democratic leadership style is very relevant in supporting this collaboration, enabling openness to input and moving together to achieve organizational goals.

The organizational culture built at PT. Nindya Karya during the crisis was strongly influenced by AKHLAK values. The values of Trustworthiness, Competence, Harmony, Loyal, Adaptive and Collaborative are a strong foundation in building organizational resilience. For example, the Trustworthy value ensures that every decision is taken with strong ethical considerations, while the Competent and Adaptive value encourages increased skills and organizational readiness to face change. In addition, Harmonious and Collaborative values enable solid collaboration between internal teams and external partners, which is very important during times of crisis.

"Our principle, that Nindya must be proactive and responsive to risk, is a key strength. Our culture of alertness and proactiveness towards risk allows us to detect potential crises early. We instill these values at all levels of the organization, encouraging every individual to always be alert to the signs -early signs of a crisis. In addition, we implement transparency and open communication, which allows teams at all levels to share information quickly and effectively. This shows how important a culture of vigilance and collaboration is in detecting and responding to crises quickly (Haedar A. Karim Main Director of PT Nindya Karya)"

By combining these values, PT. Nindya Karya is able to face crises better, adapt to change, and remains committed to growth and development. A culture of risk awareness and continuous learning that is internalized at every level of the organization strengthens the company's resilience in facing rapidly changing market dynamics.

## **2. PT Nindya Karya's Combination of Leadership Styles in Facing a Crisis**

The combination of leadership styles applied by PT Nindya Karya in dealing with the crisis shows a very adaptive and effective approach in managing the challenges that arise. Based on leadership theory which emphasizes the importance of an adaptive leadership style, competency in crisis management, and a combination of strategies that build organizational resilience and innovation, PT Nindya Karya has succeeded in combining leadership styles. transformational, transactional and situational to respond to the crisis faced. The combination of leadership styles applied by PT Nindya Karya in dealing with the crisis has proven effective in maintaining the stability and sustainability of the company's operations. Based on leadership theory, as expressed by Cameron & Quinn (2006), this company succeeded in integrating transformational, transactional, and situational leadership styles to navigate various challenges that emerged during the crisis, including the Covid pandemic -19.

### **a. Transformational Leadership to Improve Team Morale and Trust**

Transformational leadership at PT Nindya Karya focuses on maintaining team morale and trust during times of crisis. These company leaders are able to inspire employees with a clear vision and make quick and correct decisions, sending a signal that the organization is facing the crisis professionally and confidently. This is important for maintaining employee morale and productivity, who feel motivated to contribute to overcoming challenges. For example, PT Nindya Karya leaders continue to provide support and raise team spirit through open communication and understanding the importance of working together to achieve common goals, even in stressful situations.

We implement a transformational leadership style to maintain team morale and trust. With quick and effective decisions, we signal to the team that we are handling the crisis professionally and confidently. This is important for maintaining the morale and productivity of employees, who feel more motivated to contribute to solving problems. We always hold regular coordination meetings for all divisions and employees so that technical problems and problems in their family environment can be conveyed directly to the board of directors (Haedar A. Karim Main Director of PT Nindya Karya)”

### **b. Transactional Leadership to Maintain Operational Stability and Optimize Resources**

On the other hand, the transactional leadership style at PT Nindya Karya emphasizes the importance of efficient resource management and maintaining the stability of the company's operations. This company leader ensures that the decisions taken can maintain smooth operations and minimize disruptions that could be detrimental. For example, even though there was a significant decline in projects and demand during the pandemic, PT Nindya Karya was still able to optimize the use of workforce, infrastructure and budget through more measurable and efficient policies.



Thank God, during the pandemic, we did not implement a policy of reducing employees. We realize that employee trust in the company will increase the company's confidence to continue to survive during the pandemic. We focus on operational stability and efficient resource management. Effective use of resources is also very important so that the company continues to run amidst uncertain situations (Haedar A. Karim President Director of PT Nindya Karya)”

### **c. Situational Leadership to Face Rapid Environmental Change**

Situational leadership is applied to adapt quickly to changes that occur in the external and internal environment during times of crisis. PT Nindya Karya leaders demonstrate the ability to adapt flexibly, adjusting strategies and operations based on fast and precise data analysis. The decisions taken are always based on valid information, which allows the company to make strategic adjustments according to developing situations. For example, when a project was delayed and the budget was reallocated by the client, PT Nindya Karya leaders quickly changed strategic direction to overcome these changes by prioritizing ongoing projects and formulating alternative solutions for delayed projects.

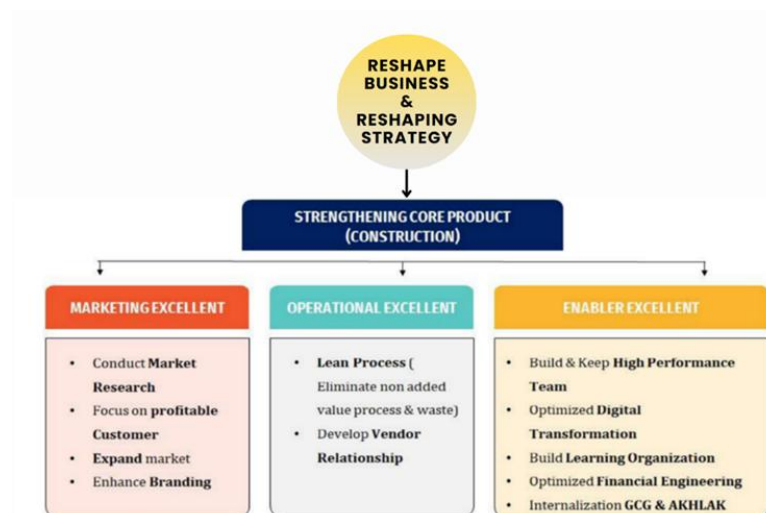
Our ability to adapt according to the needs of the situation allows us to adjust strategies and operations quickly, which is very important in a dynamic business environment. For example in the digital aspect, where Nindya Karya has successfully transformed by developing various digital products that effectively support employee work. and more importantly it can increase the efficiency of the Nindya project work...(Haedar A. Karim President Director of PT Nindya Karya)”

Strong and trusted leadership plays an important role in providing clear direction during times of crisis. PT Nindya Karya leaders provide a sense of security to employees by ensuring that the organization remains focused on its main goals and strategies to overcome existing challenges. This firm and trusted leadership gives confidence to the entire team to work together to achieve the best solution, even in the midst of high uncertainty.

The combination of transformational, transactional and situational leadership styles applied by PT Nindya Karya has proven to be very effective in managing crises. This leadership style not only maintains team morale and spirit, but also ensures operational stability and efficient resource management, as well as the ability to adapt quickly to changes that occur. Data-based decision making and strong coordination are the main factors that enable PT Nindya Karya to survive and successfully get through the crisis, while ensuring the continuity of the company's operations in the future.

### **Strategic Management and Post-Crisis Organizational Transformation**

Strategic management is a company management process that includes planning, implementing and evaluating decisions to achieve goals effectively and efficiently. In the context of PT. Nindya Karya after the Covid-19 Crisis, strategic management played an important role in mitigating the impact of the crisis and carrying out sustainable organizational transformation. This process involves rapid adaptation and adjustment to external and internal changes that occur. Proactive Crisis Management Process Approach proposed by Vašíčková (2020) is a relevant theoretical framework for analyzing PT management actions. Nindya Karya post-crisis. This process consists of several proactive stages, which include:



**Figure 1. Resaping Strategy PT. Nindya Karya Post Crisis**  
(Source: Think Edition XIV July-September, 2023)

## 1. Crisis Planning (Crisis Preparedness)

PT. Nindya Karya shows high readiness in responding to changes caused by the crisis. After Covid-19, PT. Nindya Karya initiated transformation by adapting business models and strategies that are responsive to economic and environmental changes. The company focuses on reshaping business and strategy by restructuring the organization, increasing human resource capabilities, and optimizing the use of technology. For example, companies utilize information technology to support transformation processes, including the development of business models such as Marketing Intelligence powered by artificial intelligence for market analysis.

"After the Covid-19 pandemic, PT Nindya Karya started a major transformation by adjusting our business model. One of the strategic steps we took was to restructure the organization and increase human resource capabilities. We also make maximum use of information technology, including developing artificial intelligence-based Marketing Intelligence, to support market analysis and strengthen the company's competitiveness amidst global economic changes (Sri Haryanto Director of Finance and Risk Management)"

## 2. Crisis Management (Crisis Handling)

In this phase, PT. Nindya Karya succeeded in formulating appropriate strategic steps to overcome short-term challenges, especially those related to operational continuity. Companies implement strategies resharpening, that focuses on solving pressing operational problems, such as marketing and operational improvements. As part of Marketing Excellence, PT. Nindya Karya introduces in-depth market research and builds closer relationships with customers and strategic partners, such as BUMN Holding Danareksa. In terms of operations, they adopt principles lean construction to reduce waste and increase production efficiency.

"We are focusing on resharpening our strategy, which includes improving marketing and operations. One of them is by conducting more in-depth market research and strengthening relationships with customers and strategic partners such as BUMN Holding Danareksa. On the

operational side, we are adopting lean construction principles to reduce waste and improve production efficiency.....(M. Zein Chaniago, Main Director of PT Nindya Karya)”

### **3. Post-Crisis Recovery and Development (Post-Crisis Recovery and Reconstruction)**

This stage leads to further development after the crisis is over. PT. Nindya Karya focuses on restoring operational capacity by implementing innovative strategies and readjusting the organizational structure to maximize long-term results. This includes human resource development and improving team collaboration. Program build & keep high-performance team implemented, with a focus on the physical, mental and financial well-being of employees, contributing to efficiency and effectiveness in facing existing challenges.

"After the crisis ends, we focus on restoring operational capacity by implementing innovative strategies. We also adjust our organizational structure to ensure maximum long-term results. Our build & maintain high-performance team program also includes improving physical, mental and mental well-being. employee finances, which ultimately increases the efficiency and effectiveness of the team in facing new challenges." This shows the company's commitment to restoring and developing post-crisis internal potential.....(M. Zein Chaniago, President Director of PT Nindya Karya)"

### **4. Organizational Transformation and Sustainable Excellence (Organizational Transformation and Sustainable Excellence)**

PT. Nindya Karya carries out transformation through various initiatives which include the application of digital technology in its operations, strengthening human resources through experience-based and social learning, as well as implementing organizational values that focus on AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative). In this case, technologies such as Digital Twin And NICAF used to improve operational performance and supply chain management. These strategies ensure the company not only survives post-crisis, but also thrives and is ready to face future challenges.

A concrete example of implementing this strategy can be seen from the positive performance of PT. Nindya Karya in 2023. The company's operating revenues reached IDR 6.05 trillion, exceeding the target set at 134.66% of the budget, with a significant increase compared to 2022. This reflects the success of the reshaping and reshaping strategy implemented to overcome the impact of the crisis and improve company competitiveness.

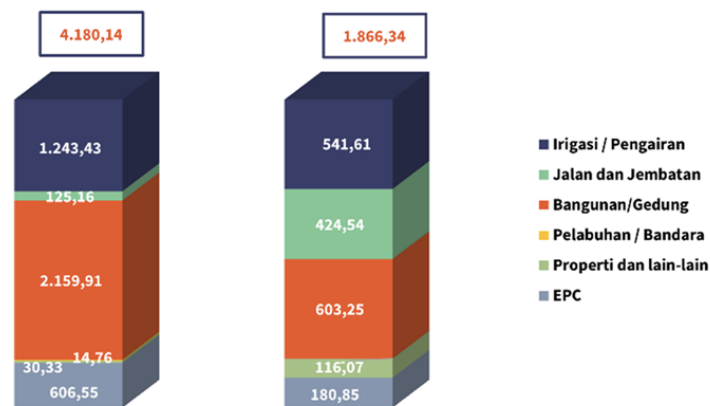
Through a proactive approach to crisis management, PT. Nindya Karya was not only able to overcome the negative impact of the Covid-19 pandemic, but also took advantage of this moment to strengthen its position in the market, increase operational efficiency, and increase competitiveness in the construction industry in Indonesia. This process proves that adaptive strategies and planned organizational transformation can be the key to success in facing post-crisis challenges.

The strategy implemented by Nindya Karya is: Reshape Business dan Reshaping Strategy, has provided very favorable results for the company's operational and business performance. In 2023, we succeeded in exceeding the specified target, with the total tender value realized reaching IDR 41.41 trillion, equivalent to 122.48% of the budget set at IDR 33.81 trillion. This shows a significant increase of 53.85% compared to the previous year.



Apart from that, Nindya Karya also experienced a substantial increase in the value of available contracts, reaching IDR 19.85 trillion or 125.87% of the 2023 budget. This is an increase of 51.53% compared to 2022. This increase consists of the acquisition of new projects which reached IDR 11.40 trillion, as well as realized business income which reached IDR 6.05 trillion or 134.66% of the 2023 budget.

Nindya Karya also demonstrated progress in terms of operational effectiveness, with the absorption capacity of business income to the value of available work increasing to 61.49% in 2023, compared to 51.79% in 2022. All of these achievements are a direct result of the implementation of our strategy focus on restructuring and continuous innovation.



**Figure 2. Graph of Business Income in 2023 Post Covid-19**  
(Source: Annual Report PT. Nindya Karya, 2023)

"PT. Nindya Karya has succeeded in implementing digital transformation through the application of technologies such as Digital Twin and NICAFA, which have been proven to increase our operational efficiency and supply chain management. With the reshaping strategy and reshaping strategy, we were able to exceed the set targets, recording business revenues that exceeded IDR 6.05 trillion in 2023. This is proof that the company has not only succeeded in overcoming the crisis, but also took advantage of opportunities to grow better...(M. Zein Chaniago, President Director of PT Nindya Karya)"

The impact of changes in business models and new strategies on financial performance shows very encouraging results. PT Annual Report. Nindya Karya in 2023 noted that the realized business income reached IDR 6.05 trillion, equivalent to 134.66% of that year's budget target of IDR 4.49 trillion. Apart from that, this income also increased by IDR 2.00 trillion or 49.49% compared to 2022 which was recorded at IDR 4.04 trillion. Of the total business income in 2023, IDR 4.18 trillion will come from old projects, while IDR 1.87 trillion will come from new projects. The actual income absorption capacity of the value of available work (excluding VAT) in 2023 is 61.49%, an increase compared to 51.79% in 2022, and higher than the 2023 budget which was 54.95% of the value of work available.

In facing the crisis caused by the Covid-19 pandemic, PT. Nindya Karya (Persero) applies a theoretical framework that refers to the approach Proactive Crisis Management Process Vašíčková (2020) and organizational crisis management theory developed by Pearson & Mitroff (2019) as well as research by Boin et al. (2021) which identified that effective crisis

management and legitimacy are enhanced through the implementation of six main managerial functions by identifying five phases of crisis management: namely the signal detection and early recognition phases (early recognition), phase preparation/prevention and understanding the situation (sense making), damage control phase, critical decision making (critical decision making), and crisis coordination (crisis coordination), recovery and meaning creation phase (making meaning), as well as the learning phase (lessons learning). In this case, organizational culture has a central role in supporting the smooth running of each crisis phase. Institutional values, knowledge and organizational habits are elements that strengthen crisis management, with an adaptive culture being an important factor in an organization's readiness to face unexpected changes and challenges.

Apart from that, the leadership aspect is also very crucial in determining the direction of an organization's response during a crisis. Leadership theory underlines the importance of an adaptive leadership style. A combination of effective leadership styles can strengthen organizational resilience and innovation[14] which is much needed in crisis situations. In this case, PT. Nindya Karya integrates various leadership styles, such as transformational, transactional and situational, to respond to the dynamics of the crisis that is occurring.

The findings of this research indicate that PT. Nindya Karya (Persero) succeeded in implementing the right combination of leadership styles, which combines transformational leadership to motivate the team, transactional to ensure operational stability, and situational to adapt to ever-changing crisis conditions. This leadership style has proven effective in maintaining team morale and spirit, while ensuring efficient resource management. In addition, a strong organizational culture, such as AKHLAK values (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative), provides a solid foundation in supporting crisis management. These values not only strengthen resilience, but also encourage collaboration and adaptation needed to face major challenges such as the Covid-19 pandemic.

Post-crisis strategic management is another important aspect found in this research. PT. Nindya Karya emphasized the importance of quick adaptation to external and internal changes. This strategic management process focuses not only on operational recovery, but also on continuous transformation through learning and awareness of evolving risks. This ensures that the company remains resilient and ready to face more complex crises in the future.

The success of PT. Nindya Karya in overcoming the crisis, especially in facing the Covid-19 pandemic, relies heavily on the synergy between a solid organizational culture and an adaptive leadership style. Through a proactive approach and integration of organizational cultural values carried out with a flexible leadership style, the company is able to maintain operational continuity and ensure resilience in facing emerging challenges. This research confirms that effective crisis management at PT. Nindya Karya focuses on the ability to integrate organizational culture and leadership in forming strategies that can be adapted and implemented efficiently in situations full of uncertainty

## CONCLUSION

This research highlights how PT *Nindya Karya* (Persero) succeeded in managing the crisis caused by the Covid-19 pandemic by adopting a proactive crisis management approach that refers to crisis management theories that have been proven effective. PT *Nindya Karya* succeeded in managing the Covid-19 crisis by following the Proactive Crisis Management

Process framework and crisis management theories from Pearson & Mitroff and Boin, Hart, & Kuipers. In the early signal detection phase, the company utilized technology to monitor potential risks. During the damage prevention and control phase, PT *Nindya Karya* adopted an adaptive mitigation strategy, which continued into a recovery phase driven by continuous learning to reduce the long-term impact of the crisis. An organizational culture based on *AKHLAK* values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative) plays an important role in strengthening the company's resilience during the crisis. Research shows that these values support collaboration and rapid adaptation, which are critical in crisis management. Adaptive leadership, with the integration of transformational, transactional, and situational leadership styles, enables PT *Nindya Karya* to maintain operational stability while responding effectively to changing crisis situations. PT *Nindya Karya* succeeded in carrying out organizational transformation with a reshaping strategy, emphasizing rapid adaptation to external and internal changes. This approach supports the company in creating sustainable strategic management to face potential future crises. By integrating lessons learned from previous crises, the company ensures that the strategic policies implemented can strengthen long-term resilience and competitiveness in the construction industry. Overall, the results of this research confirm that adaptive organizational culture and flexible leadership are the main factors in increasing organizational resilience in facing major crises such as the Covid-19 pandemic, as well as the importance of integrating the two in effective crisis management.

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