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The Role Of Network Leadership In Organizational Resilience: Studi Pada Resilience Development Initiative (RDI) Indonesia

Nunun Nurhajati,[1*] Yuke Tinarawati[2], Charisma Putri Bali[3], Maulvy Aulya R[4], Naswa Nur Riski Amalia[5]

[1,2,3,4,5] Study Program or Department of Public Administration, Faculty of Social and Political Sciences, University Tulungagung, Indonesia
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***Corresponding Email:** nununnurhajati@gmail.com

Abstract

This article aims to analyze the role of *network leadership* in strengthening *organizational resilience* in Indonesia's Resilience Development Initiative (RDI). This research focuses on the importance of network-based leadership in increasing the capacity of non-profit organizations to face increasingly complex development challenges, climate change, and environmental uncertainty. To answer these problems, the research uses the concepts of *network leadership* and *organizational resilience* as the theoretical foundation. This research uses a qualitative approach with *the library research* method. Data was collected through scientific journals, academic books, organizational reports, official documents of RDI Indonesia, and various relevant literature, then analyzed qualitatively using content *analysis* techniques. The results of the study show that the implementation of connectivity, communication facilitation, *collaborative governance*, and resource mobilization can improve RDI's ability to anticipate risks, respond effectively to environmental changes, and adapt through cross-sectoral collaboration, knowledge exchange, and resource mobilization. This study concludes that *network leadership* has a significant role in strengthening *organizational resilience* and contributing to the development of collaborative governance in non-profit organizations in Indonesia.
Keywords: *Network Leadership*; *Organizational Resilience*; *Collaborative Governance*; Resilience Development Initiative; Public Administration.

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INTRODUCTION

Global dynamics in the 21st century are characterized by the increasing complexity of challenges faced by organizations, whether in the form of climate change, natural disasters, pandemics, economic crises, digital transformation, and geopolitical uncertainty. These conditions require organizations to no longer be solely oriented towards achieving operational effectiveness and efficiency, but also required to have the capacity to face, respond, and adapt to rapid and non-linear environmental changes. This phenomenon is in line with the view (Pollitt & Bouckaert, 2017) that contemporary public management reform is increasingly directed at strengthening the adaptive capacity of institutions in the face of dynamic environmental pressures, not just bureaucratic efficiency. Therefore, *organizational resilience* is a crucial concept in the study of public administration and organizational management, because it represents the capacity of the organization to maintain its main function while adapting to changes in the strategic environment (Duchek, 2020). As stated by Duchek (2020), *organizational resilience* is the ability of organizations to anticipate, respond, and adapt to various forms of disruption, so that the organization is still able to achieve the goals that have been set in a sustainable manner.

Indonesia is one of the countries with a high level of vulnerability to the threat of disasters and the impacts of climate change. Its geographical position in the Pacific Ring of Fire area puts Indonesia at high risk of experiencing earthquakes, tsunamis, volcanic eruptions, floods, landslides, and various other hydrometeorological disasters. In addition, the pressure of urbanization, environmental degradation, and intensification of climate change also increase the complexity of challenges in realizing sustainable development. The condition of structural vulnerability is in line with the findings (Djalante, 2012) which states that disaster risk management in Indonesia still faces significant challenges in terms of institutional coordination across levels of government. Therefore, strengthening organizational capacity in building resilience is an increasingly urgent strategic need to be realized (Dougherty & Kapucu, 2025).

The complexity of these various challenges cannot be solved by one organization independently, but requires the collective involvement of various stakeholders, including governments, international organizations, universities, the private sector, donor institutions, civil society organizations, and local communities. In the realm of public administration, this kind of collaborative approach is conceptualized as *network governance*, which is a governance model that prioritizes collaboration between actors to achieve common goals. The success of this collaboration is greatly influenced by the capacity of leaders to build relationships, facilitate communication, coordinate resources, and maintain the sustainability of cooperation between organizations (Bryson et al., 2023). This view is reinforced by (Ansell & Gash, 2008) which emphasizes that the effectiveness *of collaborative governance* is largely determined by the process of *trust-building* and mutual commitment among actors with diverse interests and resources.

A leadership approach that is relevant to this context is known as *network leadership*. In contrast to traditional leadership that is oriented towards hierarchical structures and formal authority, *network leadership* emphasizes the formation of collaborative networks, *trust building*, cross-organizational coordination, and resource mobilization in solving complex public problems (Agranoff & McGuire, 2001; Klijn & Koppenjan, 2016; Crosby & Bryson, 2010). Through network leadership, organizations can increase the effectiveness of collaboration, facilitate the flow of information exchange, and strengthen adaptive capacity to the dynamics

of changing strategic environments. In this context, (Klijn & Koppenjan, 2012) also asserts that the success of network governance is highly dependent on the managerial capacity of key actors in managing the interdependence of resources among the organizations involved.

One of the organizations in Indonesia that implements the network leadership approach is the Resilience Development Initiative (RDI) Indonesia. RDI Indonesia is an independent research institute (*think tank*) that focuses on climate change issues, disaster risk reduction, sustainable urban development, and strengthening community resilience. In carrying out its activities, RDI establishes strategic partnerships with ministries, local governments, universities, international organizations, donor institutions, and civil society organizations. This condition indicates that the success of RDI does not solely depend on the organization's internal capacity, but also on its ability to build and manage cross-sector collaboration networks in a sustainable manner (Ansell & Gash, 2008). The characteristics of RDI as a research-based nonprofit organization operating in this multiactor ecosystem make it a relevant empirical context for examining the intersection between network leadership and organizational resilience, as suggested by (Milward & Provan, 2006) that organizations operating in complex networks require a different leadership model than organizations with a single structure.

Previous studies have largely discussed *network leadership* and *organizational resilience* separately. Research on *network leadership* generally highlights the significance of collaboration, communication, and coordination in improving organizational effectiveness across sectors. Meanwhile, research on *organizational resilience* focuses more on the capacity of organizations to anticipate, face, and adapt to crisis situations. In line with this, (Hillmann & Guenther, 2021) in its systematic literature review noted that research on *organizational resilience* is still dominated by an intra-organizational perspective, with relatively limited attention to the relational dimension and interorganizational networks as factors that form resilience. However, research that explicitly links the two concepts—*network leadership* and *organizational resilience*—in the context of non-profit organizations in Indonesia, especially Indonesian RDI, is still relatively limited. This condition shows that there is a *research gap* that needs to be further studied academically (Agranoff & McGuire, 2001; Crosby & Bryson, 2010; Duchek, 2020; Hillmann & Guenther, 2021).

Based on this description, this study aims to analyze the role of *network leadership* in strengthening *organizational resilience* in RDI, Indonesia. The analysis in this study focuses on the four dimensions of *network leadership*, namely *connectivity*, *communication facilitation*, *collaborative governance*, and *resource mobilization*, as well as their relationship with the three dimensions *of organizational resilience*, namely *anticipation*, *coping*, and *adaptation*. The results of this research are expected to make a theoretical and practical contribution to the development of public administration studies, especially related to the role of network leadership in strengthening the resilience of non-profit organizations in Indonesia, as well as becoming a policy reference for similar institutions in facing the complexity of sustainable development challenges in the future.

LITERATURE REVIEW

Network Leadership Theory

Network leadership emerged as a distinct field of inquiry as scholars recognized that public problems increasingly require solutions that no single organization can deliver alone. Agranoff and McGuire (2001) frame this shift as a set of "big questions" for public network management research, arguing that managing collaborative networks demands skills that differ fundamentally from managing hierarchical bureaucracies. Building on this foundation, Crosby

and Bryson (2010) describe integrative leadership as the set of practices, including relationship building, framing shared purpose, and managing conflict, that sustain cross-sector collaborations over time. Klijn and Koppenjan (2016) further conceptualize governance networks as systems of interdependent actors whose cooperation must be actively managed rather than assumed, while Kapucu and Hu (2022) synthesize this literature into a more contemporary formulation of network leadership organized around connectivity, communication facilitation, collaborative governance, and resource mobilization, the four dimensions adopted in this study.

Organizational Resilience Theory

Organizational resilience has been conceptualized primarily as a capability that allows an organization to withstand and recover from disruption. Duchek (2020) offers an influential capability-based framework that decomposes resilience into three sequential capacities: anticipation, coping, and adaptation, which together allow an organization to foresee, absorb, and learn from disruptive events. However, Hillmann and Guenther (2021), in a systematic review of the resilience literature, find that most existing research treats resilience as an intra-organizational property, driven by internal routines, leadership traits, and resource stocks, while paying comparatively little attention to how relationships with external actors shape an organization's resilience capacity. Dougherty and Kapucu (2025) begin to address this imbalance by linking organizational resilience explicitly to collaborative governance in disaster management, showing that resilience outcomes in crisis-prone sectors are frequently produced through inter-organizational arrangements rather than through internal capability alone.

Collaborative Governance and Cross-Sector Collaboration

Collaborative governance provides the process-level theory that explains how network leadership translates into coordinated action. Ansell and Gash (2008) identify trust-building and mutual commitment among actors with divergent interests as the central mechanism that determines whether collaborative governance arrangements succeed, a dynamic that is directly relevant to how leaders manage cross-sector partnerships. Bryson et al. (2015) describe the practical difficulty of designing and sustaining cross-sector collaborations, noting that such arrangements are needed precisely because they are difficult to maintain, while their later work (Bryson et al., 2023) traces how the field has evolved toward more explicit attention to power asymmetries and accountability among collaborating partners. Emerson and Nabatchi (2015) complement this perspective by conceptualizing collaborative governance regimes as institutionalized arrangements with their own dynamics, principled engagement, shared motivation, and joint capacity, that structure how collaborative action unfolds over time.

Knowledge Exchange and Resource Mobilization in Multi-Actor Networks

Because network leadership depends on the flow of information and resources across organizational boundaries, theories of knowledge exchange are directly relevant to understanding its mechanisms. Nonaka and Takeuchi (1995) describe organizational knowledge creation as a process of conversion between tacit and explicit knowledge, a process that becomes more complex, but also more valuable, when it occurs across organizational rather than only within a single organization. Argote and Ingram (2000) similarly show that knowledge transfer between units or organizations can function as a basis for competitive advantage, provided that the receiving organization has the capacity to absorb and apply the transferred knowledge. Etzkowitz and Leydesdorff (2000) extend this logic to multi-actor innovation systems through the Triple Helix model of university-industry-government relations,

a framework that resonates with RDI Indonesia's position within a broader ecosystem of government, academic, donor, and civil society partners. At the national level, OECD (2020) documents how Indonesia's public service innovation system depends on precisely this kind of cross-sector knowledge flow to translate policy intent into operational capacity.

RESEARCH GAP AND ANALYTICAL FRAMEWORK

Read together, the literature reviewed above reveals a structural gap rather than a mere lack of studies. Network leadership research (Agranoff & McGuire, 2001; Crosby & Bryson, 2010; Klijn & Koppenjan, 2016; Kapucu & Hu, 2022) and collaborative governance research (Ansell & Gash, 2008; Bryson et al., 2015, 2023; Emerson & Nabatchi, 2015) explain how inter-organizational relationships are built and sustained, but they rarely evaluate what those relationships produce in terms of an organization's capacity to withstand disruption. Organizational resilience research, conversely, has developed a well-specified outcome framework, anticipation, coping, and adaptation, but Hillmann and Guenther (2021) show that this framework has been applied almost exclusively at the intra-organizational level, leaving the relational and networked antecedents of resilience comparatively underexamined.

This gap is particularly pronounced for research-based non-profit organizations operating in Indonesia's development sector. Dougherty and Kapucu (2025) connect resilience to collaborative governance, but their focus remains on disaster management agencies rather than think tanks or knowledge-intermediary organizations. Similarly, the knowledge exchange and innovation-system literature (Nonaka & Takeuchi, 1995; Argote & Ingram, 2000; Etzkowitz & Leydesdorff, 2000; OECD, 2020) explains how multi-actor networks generate and circulate knowledge, but stops short of connecting that circulation to resilience outcomes such as anticipation, coping, or adaptation. No study identified in this review explicitly maps the four dimensions of network leadership onto the three dimensions of organizational resilience within a single non-profit case. This study addresses that gap by using RDI Indonesia as an empirical case through which the relationship between network leadership and organizational resilience can be examined as a single, integrated analytical problem rather than as two separate literatures

The analytical framework of this study integrates two theoretical constructs identified in the literature review: network leadership as the explanatory construct and organizational resilience as the outcome construct. Network leadership is operationalized through the four dimensions proposed by Kapucu and Hu (2022), while organizational resilience is operationalized through the three capacities proposed by Duchek (2020). Together, these constructs are used to classify and interpret the secondary data collected on RDI Indonesia's collaborative practices.

Connectivity is operationalized as the breadth and quality of RDI's ties with government agencies, universities, international organizations, donor institutions, and civil society organizations, consistent with the network-based view of public management advanced by Agranoff and McGuire (2001).

Communication facilitation is operationalized as the mechanisms, publications, policy briefs, newsletters, webinars, and forums, through which RDI enables the flow of information and knowledge exchange among network members, drawing on the knowledge conversion processes described by Nonaka and Takeuchi (1995).

Collaborative governance is operationalized as the joint decision-making and trust-building processes RDI uses to align interests among diverse stakeholders, following the principled engagement logic proposed by Ansell and Gash (2008) and Emerson and Nabatchi (2015).

Resource mobilization is operationalized as RDI's capacity to secure and reallocate funding, expertise, and partnerships in support of program continuity, reflecting the resource-interdependence perspective emphasized in the network governance literature (Klijn & Koppenjan, 2016).

On the outcome side, **anticipation, coping, and adaptation** are operationalized following Duchek (2020) as, respectively, the capacity to identify risks before they materialize, the capacity to respond effectively once a disruption occurs, and the capacity to adjust strategies and structures in the aftermath of disruption.

The framework further proposes a directional linkage between the two sets of dimensions: connectivity and communication facilitation are expected to contribute primarily to anticipation and coping by expanding access to early information and enabling rapid coordination, while collaborative governance and resource mobilization are expected to contribute primarily to adaptation by supporting institutional learning, innovation, and the flexible reallocation of resources. This proposed linkage, consistent with Dougherty and Kapucu's (2025) account of collaborative governance in disaster management, provides the interpretive structure used in the Results and Discussion section to explain how each dimension of network leadership contributes to organizational resilience in RDI Indonesia.

RESEARCH METHODS

Research Design

This study uses a qualitative approach with the library research method. The qualitative approach was chosen because the research aims to deeply understand the role of network leadership in strengthening organizational resilience in Indonesia's Resilience Development Initiative (RDI) through the analysis of various scientific sources and organizational documents. The literature study method allows researchers to gain a comprehensive understanding of theoretical concepts and their implementation in organizational practice without collecting direct field data (Schoonenboom & Johnson, 2017).

Research Setting

This study focuses on Resilience Development Initiative (RDI) Indonesia as the organizational context. RDI was selected because of its involvement in climate change, disaster risk reduction, sustainable development, and community resilience through collaboration with various stakeholders. The study uses library research, so data were obtained from scientific articles, books, organizational documents, reports, and other relevant publications. No direct field observations or interviews were conducted.

Data Sources

The data sources in the study consist of secondary data obtained from various scientific references, including articles from national and international journals indexed by Google Scholar, academic books, scientific proceedings, reports of international organizations, and official documents of RDI Indonesia. In addition, the research also utilizes reports from government agencies and international organizations related to climate change, disaster risk reduction, sustainable development, and collaborative governance to strengthen research analysis (Sugiyono 2023).

Informant Selection

This study did not involve direct human informants. Instead, relevant documents and literature were selected purposively based on their relevance to network leadership and organizational resilience. The sources included scientific journals, academic books, RDI documents, institutional reports, and other credible publications.

Data Collection

The data collection technique is carried out through documentation, namely by identifying, collecting, reading, and reviewing various literature relevant to the research topic. The literature was selected based on its suitability with the concepts of network leadership, organizational resilience, collaborative governance, and Indonesian RDI activities and programs. All sources were then selected based on relevance, credibility, and novelty to support the validity of the research results (Creswell & Creswell, 2023; Snyder, 2019; Zed, 2018).

Data Analysis

Data analysis uses content analysis which is carried out through several stages, namely data reduction, data presentation, and conclusion drawn. In the reduction stage, the researcher groups information based on the four dimensions of network leadership, namely connectivity, communication facilitation, collaborative governance, and resource mobilization, as well as three dimensions of organizational resilience, namely anticipation, coping, and adaptation. Furthermore, the data is analyzed by linking empirical findings regarding network leadership practices in RDI Indonesia with the theoretical concepts used in the research. The final stage is carried out by drawing conclusions based on the results of interpretation to explain the contribution of network leadership to strengthening organizational resilience in RDI Indonesia (Miles et al., 2020; Krippendorff, 2019; Elo et al., 2014).

Trustworthiness and Ethics

The trustworthiness of the study was maintained by using credible sources and comparing information from different documents. Scientific publications, official organizational documents, and reports from recognized institutions were prioritized. The analysis was also compared with the concepts of network leadership and organizational resilience used in this study.

Ethically, the study used publicly available secondary data and did not involve interviews or personal data. All sources were properly acknowledged, and the analysis was presented objectively to avoid plagiarism and misrepresentation.

RESULTS AND DISCUSSION

A. Connectivity

Connectivity is one of the main dimensions in *network leadership* which refers to the capacity of leaders and organizations to build, maintain, and strengthen relationships with various actors who have complementary interests, resources, and competencies. From a network governance perspective, *connectivity* is not solely determined by the number of networks that the organization has, but especially by the quality of relationships that allow coordination, collaboration, information exchange, and collective mobilization and utilization of resources. Kapucu and Hu (2022) emphasized that connectivity is an important element in the management of network-based organizations because it allows various actors to integrate their capacities to respond to complex public problems. This view is in line with Agranoff and McGuire (2001), Provan and Kenis (2008), and Klijn and Koppenjan (2016), who place networks as an

important instrument in managing interdependence between stakeholders in the administration of public affairs.

The application of the connectivity dimension can be observed in Indonesia's Resilience Development Initiative (RDI) as a think tank organization that focuses on sustainable development issues, climate change, disaster risk reduction, and strengthening community resilience. Based on the RDI Roadmap 2025–2030 and various official publications of the organization, RDI actively builds and develops networks with ministries and government agencies, including the Ministry of National Development Planning/National Development Planning Agency (Bappenas), the Ministry of Home Affairs, and local governments. The network is directed at the development of evidence-based policies and strengthening regional development capacity (RDI Indonesia, 2025; Bryson et al., 2015). This relationship pattern shows that RDI not only performs its function as a research institution, but also acts as a strategic partner of the government in producing knowledge and policy recommendations that support resilient, adaptive, and sustainable development.

In addition to building relationships with government institutions, RDI develops connectivity through collaboration with universities at the national and international levels. This collaboration is realized through joint research, innovation development, knowledge exchange, and the implementation of capacity building activities for academics and practitioners. Connectivity with higher education institutions contributes to strengthening the organizational knowledge base, improving the quality of research, and building capacity in producing scientific evidence-based policy recommendations. The pattern of cross-institutional collaboration is in line with the triple helix concept which emphasizes the importance of interaction between government, universities, and other sectors in generating innovation and knowledge (Etzkowitz & Leydesdorff, 2000; Bryson et al., 2015).

At the same time, RDI also expands connectivity through cooperation with international organizations and donor agencies. These relationships provide access to global knowledge, resources, institutional experience, and best practices in the areas of resilience building, climate change adaptation, and disaster risk reduction (RDI Indonesia, 2025–2026; Emerson & Nabatchi, 2015; OECD, 2020). Thus, the connectivity built by RDI is multidimensional because it includes vertical relationships with governments, horizontal relationships with universities and community organizations, and transnational relationships with international organizations and development partners. This kind of network structure allows organizations to integrate various perspectives and resources in dealing with the complexity of public issues.

The network developed by RDI shows that an organization's capacity to achieve goals is not solely determined by internal resources, but also by its ability to connect actors who have different resources, knowledge, competencies, and interests. From a *network governance* perspective, connectivity allows organizations to manage interdependence between stakeholders through coordination and collaboration mechanisms. Kapucu and Hu (2022) explained that organizations that operate in a network environment have a greater capacity to deal with public problems when they are able to integrate information, knowledge, and resources from various actors. Therefore, *connectivity* cannot be understood simply as the existence of cooperative relationships, but as a strategic capacity to build coordination, strengthen trust, and create public value collectively (Kapucu & Hu, 2020).

From the perspective of organizational resilience, the connectivity practices developed by RDI are closely related to the anticipation dimension, which is the organization's capacity to

recognize environmental changes, identify potential risks, and prepare for responses before disturbances or crises occur. Duchek (2020) explained that anticipatory capacity allows organizations to obtain and process information about environmental changes so that they can develop mitigation strategies more appropriately. In the context of RDI, networking with governments, universities, international organizations, and donor institutions is an important source for obtaining strategic information on climate change, disaster risk reduction, sustainable development, and various other development dynamics. This information and knowledge can then be used as a basis for research development, the preparation of policy recommendations, and the design of capacity building programs.

Thus, *connectivity* is a strategic element in network *leadership* practices at RDI Indonesia. Connectivity built through cross-sector relationships not only expands organizational access to resources, knowledge, and information, but also increases organizational capacity to read environmental changes and prepare responses to various uncertainties. From the perspective of public administration, this condition shows that the effectiveness of an organization in dealing with complex problems is increasingly determined by the ability to manage interorganizational relationships and integrate various resources spread across the governance network. Therefore, the stronger and more quality the connectivity that an organization builds, the greater its capacity to strengthen *organizational resilience*, especially in the aspect *of anticipation*. Ultimately, this capacity supports program sustainability, increased organizational adaptability, and the ability to respond more effectively to development dynamics (Kapucu & Hu, 2022; Duchek, 2020).

Pharapase This Sentence Is A Standard And Academic Public Administration A.

Connectivity Connectivity is one of the main dimensions in network leadership that emphasizes the ability of leaders and organizations to build, maintain, and strengthen relationships with various actors who have common interests. According to Kapucu and Hu (2022), connectivity does not only refer to the number of networks that organizations have, but also to the quality of relationships that are able to encourage collaboration, information exchange, and collective resource utilization (Kapucu & Hu, 2022). In the context of organizations engaged in public issues, connectivity is an important foundation because it allows organizations to gain support from various parties to face complex challenges (Agranoff & McGuire, 2001; Provan & Kenis, 2008; Klijn & Koppenjan, 2016). The application of the connectivity dimension can be observed in Indonesia's Resilience Development Initiative (RDI) as a think tank organization that focuses on sustainable development issues, climate change, disaster risk reduction, and community resilience. Based on the RDI Roadmap 2025–2030 and various official publications of the organization, RDI actively builds networks with ministries and government agencies, such as the Ministry of National Development Planning (Bappenas), the Ministry of Home Affairs, and various local governments in the formulation of evidence-based policies and strengthening regional development capacity (RDI Indonesia, 2025; Bryson et al., 2015). The partnership shows that RDI not only plays a role as a research institution, but also as a strategic partner of the government in producing policy recommendations that support resilient and sustainable development. In addition to collaborating with the government, RDI also expands its network through collaboration with various universities, both at home and abroad. Such cooperation is carried out through collaborative research, innovation development, knowledge exchange, and training for academics and practitioners.

Relationships with educational institutions provide benefits in the form of improving the quality of research while strengthening the capacity of organizations to produce policy recommendations based on scientific evidence (Etzkowitz & Leydesdorff, 2000; Bryson et al., 2015). On the other hand, collaborations with international organizations and donor agencies, such as programs supported by international development partners, expand RDI's access to global experience, funding sources, and best practices in building climate change resilience and adaptation (RDI Indonesia, 2025–2026; Emerson & Nabatchi, 2015; OECD, 2020). The networks built by RDI show that the success of an organization depends not only on internal resources, but also on the ability to connect various actors with different competencies and interests. This condition is in line with the view of Kapucu and Hu (2022) who stated that network-based organizations will have greater capacity in dealing with public problems because they are able to integrate information, knowledge, and resources from various parties. Thus, connectivity does not only form cooperative relationships, but also creates coordination mechanisms that strengthen the effectiveness of organizations in achieving common goals (Kapucu & Hu, 2020). From the perspective of organizational resilience, the connectivity practices implemented by RDI Indonesia contribute to the anticipation dimension, which is the organization's ability to recognize potential risks, read environmental changes, and prepare strategies before disruptions occur.

According to Duchek (2020), organizations that have the ability to anticipate will be better prepared to face uncertainty because they obtain information faster, understand emerging changes, and are able to develop mitigation measures more effectively (Duchek, 2020). Through extensive networks with governments, academics, international organizations, and donor institutions, RDI obtains various strategic information on climate change issues, disaster risk reduction, and sustainable development which is then used as a basis for the preparation of research, policy recommendations, and capacity building programs. Based on the results of the analysis, it can be understood that connectivity is an important element in network leadership practices at RDI Indonesia. The collaborative relationships built not only increase access to resources and knowledge, but also strengthen the organization's ability to anticipate dynamic environmental changes. Thus, the stronger the network the organization has, the greater its capacity to build organizational resilience, especially in the anticipation aspect, so that the organization is able to maintain program sustainability and respond to various development challenges in a more adaptive manner (Kapucu & Hu, 2022; Duchek, 2020).

A. Connectivity

Connectivity is one of the main dimensions in *network leadership* which refers to the capacity of leaders and organizations to build, maintain, and strengthen relationships with various actors who have complementary interests, resources, and competencies. From a network governance perspective, *connectivity* is not solely determined by the number of networks that the organization has, but especially by the quality of relationships that allow coordination, collaboration, information exchange, and collective mobilization and utilization of resources. Kapucu and Hu (2022) emphasized that connectivity is an important element in the management of network-based organizations because it allows various actors to integrate their capacities to respond to complex public problems. This view is in line with Agranoff and McGuire (2001), Provan and Kenis (2008), and Klijn and Koppenjan (2016), who place networks as an important instrument in managing interdependence between stakeholders in the administration of public affairs.

The application of *the connectivity* dimension can be observed in *Indonesia's Resilience Development Initiative* (RDI) as a *think tank* organization that focuses on sustainable development issues, climate change, disaster risk reduction, and strengthening community resilience. Based on the RDI Roadmap 2025–2030 and various official publications of the organization, RDI actively builds and develops networks with ministries and government agencies, including the Ministry of National Development Planning/National Development Planning Agency (Bappenas), the Ministry of Home Affairs, and local governments. The network is directed at the development of *evidence-based policies* and strengthening regional development capacity (RDI Indonesia, 2025; Bryson et al., 2015). This relationship pattern shows that RDI not only performs its function as a research institution, but also acts as a strategic partner of the government in producing knowledge and policy recommendations that support resilient, adaptive, and sustainable development.

In addition to building relationships with government institutions, RDI develops connectivity through collaboration with universities at the national and international levels. This collaboration is realized through joint research, innovation development, knowledge exchange, and the implementation of capacity building activities for academics and practitioners. Connectivity with higher education institutions contributes to strengthening the organizational knowledge base, improving the quality of research, and building capacity in producing scientific evidence-based policy recommendations. The pattern of cross-institutional collaboration is in line with the triple *helix concept* which emphasizes the importance of interaction between government, universities, and other sectors in generating innovation and knowledge (Etzkowitz & Leydesdorff, 2000; Bryson et al., 2015).

At the same time, RDI also expands connectivity through cooperation with international organizations and donor agencies. These relationships provide access to global knowledge, resources, institutional experience, and best practices in the areas of resilience building, climate change adaptation, and disaster risk reduction (RDI Indonesia, 2025–2026; Emerson & Nabatchi, 2015; OECD, 2020). Thus, the connectivity built by RDI is multidimensional because it includes vertical relationships with governments, horizontal relationships with universities and community organizations, and transnational relationships with international organizations and development partners. This kind of network structure allows organizations to integrate various perspectives and resources in dealing with the complexity of public issues.

The network developed by RDI shows that an organization's capacity to achieve goals is not solely determined by internal resources, but also by its ability to connect actors who have different resources, knowledge, competencies, and interests. From a *network governance* perspective, connectivity allows organizations to manage interdependence between stakeholders through coordination and collaboration mechanisms. Kapucu and Hu (2022) explained that organizations that operate in a network environment have a greater capacity to deal with public problems when they are able to integrate information, knowledge, and resources from various actors. Therefore, *connectivity* cannot be understood simply as the existence of cooperative relationships, but as a strategic capacity to build coordination, strengthen trust, and create public value collectively (Kapucu & Hu, 2020).

From the perspective *of organizational resilience*, *the connectivity* practices developed by RDI are closely related to the *anticipation* dimension, which is the organization's capacity to recognize environmental changes, identify potential risks, and prepare for responses before disturbances or crises occur. Duchek (2020) explained that anticipatory capacity allows

organizations to obtain and process information about environmental changes so that they can develop mitigation strategies more appropriately. In the context of RDI, networking with governments, universities, international organizations, and donor institutions is an important source for obtaining strategic information on climate change, disaster risk reduction, sustainable development, and various other development dynamics. This information and knowledge can then be used as a basis for research development, the preparation of policy recommendations, and the design of capacity building programs.

Thus, *connectivity* is a strategic element in network *leadership* practices at RDI Indonesia. Connectivity built through cross-sector relationships not only expands organizational access to resources, knowledge, and information, but also increases organizational capacity to read environmental changes and prepare responses to various uncertainties. From the perspective of public administration, this condition shows that the effectiveness of an organization in dealing with complex problems is increasingly determined by the ability to manage interorganizational relationships and integrate various resources spread across the governance network. Therefore, the stronger and more quality the connectivity that an organization builds, the greater its capacity to strengthen *organizational resilience*, especially in the aspect *of anticipation*. Ultimately, this capacity supports program sustainability, increased organizational adaptability, and the ability to respond more effectively to development dynamics (Kapucu & Hu, 2022; Duchek, 2020).

Communication Facilitation Communication facilitation is one of the important dimensions of network leadership that emphasizes the organization's ability to build effective, open, and sustainable communication among all actors in the network. According to Kapucu and Hu (2022), good communication not only functions as a medium for delivering information, but also as a mechanism to build trust, align common goals, and strengthen coordination between stakeholders. In organizations that work through collaborative networks, effective communication is a determining factor for the success of program implementation because it allows for faster knowledge exchange and decision-making (Kapucu & Hu, 2022). As a research organization and think tank, the Resilience Development Initiative (RDI) Indonesia implements communication facilitation through various forms of knowledge dissemination. Based on the official publication of RDI in 2025–2026, this organization actively publishes scientific articles, research reports, policy briefs, newsletters, and various thematic publications that discuss climate change issues, disaster risk reduction, urban development, sustainable energy, and strengthening community resilience (RDI Indonesia, 2025–2026).

These publications are not only a medium for disseminating research results, but also a means of sharing information for governments, academics, civil society organizations, and international institutions in formulating evidence-based policies. In addition to publications, RDI also facilitates communication through the organization of workshops, webinars, seminars, trainings, and discussion forums involving various stakeholders. These activities provide a space for participants to exchange experiences, discuss development challenges, and develop alternative solutions collaboratively. In its various programs, RDI acts as a facilitator that connects researchers, policy makers, practitioners, and the community so that the information produced can be used more widely in the planning and policy implementation process (RDI Indonesia, 2025–2026). From a network leadership perspective, RDI's communication facilitation practices show that communication is not just a process of delivering information, but a strategy to strengthen relationships between organizations. Through publications, policy

briefs, and discussion forums, RDI encourages the creation of a common understanding of various strategic issues while building trust among partners.

This condition is in line with the views of Kapucu and Hu (2022) who stated that intensive communication will improve coordination, reduce information gaps, and strengthen the effectiveness of collaboration in a network (Kapucu & Hu, 2022). Sustainable communication also accelerates the knowledge transfer process between stakeholders. Information obtained from research results and field experience can be immediately shared with partners to support the learning process together. For RDI Indonesia, this mechanism is important because most of the programs carried out require the integration of knowledge from various disciplines and practical experience. Therefore, the knowledge exchange process is one of the factors that strengthens the organization's capacity to produce innovations and policy recommendations that are relevant to the needs of the community (Nonaka & Takeuchi, 1995; Argote & Ingram, 2000; Klijn & Koppenjan, 2016). When associated with the concept of organizational resilience, communication facilitation contributes to the coping dimension, which is the organization's ability to respond effectively to disruptions, changes, or challenges.

According to Duchek (2020), a resilient organization needs a communication system that is able to support coordination, accelerate information dissemination, and strengthen decision-making when facing uncertain situations (Duchek, 2020). In the context of RDI Indonesia, communication built through publications, policy briefs, newsletters, webinars, and discussion forums allows organizations to obtain feedback from partners, update strategic information, and adjust the necessary steps to deal with environmental changes. Based on the results of this analysis, it can be understood that communication facilitation has a strategic role in strengthening network leadership in RDI Indonesia. Open, participatory, and knowledge-based communication not only increases the effectiveness of inter-stakeholder collaboration, but also strengthens the organization's ability to respond to challenges through a continuous coordination and learning process. Thus, the implementation of communication facilitation contributes to increasing organizational resilience, especially in the coping dimension, because it allows organizations to continue to carry out their functions and programs in an adaptive manner in the midst of development dynamics and environmental uncertainty (Kapucu & Hu, 2022; Duchek, 2020).

B. Communication Facilitation

Communication facilitation is one of the important dimensions of *network leadership* that emphasizes the capacity of organizations to build, manage, and maintain effective, open, inclusive, and sustainable communication among various actors involved in the network. From a network governance perspective, communication not only functions as an instrument for delivering information, but also as a mechanism to build trust, align interests, form common understanding, and strengthen coordination between stakeholders. Kapucu and Hu (2022) emphasized that effective communication is one of the important prerequisites in network management because it allows for faster exchange of information and knowledge and supports the collective decision-making process. Thus, the quality of communication also determines the organization's ability to manage interdependence and achieve common goals in a complex environment.

As a research organization and *think tank*, *the Resilience Development Initiative* (RDI) Indonesia implements *communication facilitation* through various mechanisms of dissemination and knowledge exchange. Based on the official publication of the RDI for the period 2025–

2026, the organization actively produces scientific articles, research reports, *policy briefs*, *newsletters*, and various thematic publications that discuss climate change issues, disaster risk reduction, urban development, sustainable energy, and strengthening community resilience (RDI Indonesia, 2025–2026). These various knowledge products not only function as a medium for disseminating research results, but also as a policy communication instrument that allows scientific findings and knowledge to be accessed by governments, academics, civil society organizations, the private sector, and international organizations. Through this mechanism, RDI plays a role in bridging academic knowledge with practical needs in the formulation of *evidence-based policies*.

In addition to publications, RDI facilitates communication between stakeholders through the organization of workshops, webinars, seminars, training, and discussion forums. These activities provide a dialogue space for actors to exchange experiences, identify problems, discuss development challenges, and formulate alternative solutions collaboratively. In this context, RDI not only functions as a producer of knowledge, but also as a facilitator who connects researchers, policymakers, practitioners, and community groups. This facilitative role allows the information and knowledge generated through research to be communicated in a more contextual manner so that it can be used in the process of planning, formulation, and implementation of policies (RDI Indonesia, 2025–2026).

From a *network leadership perspective, the* communication facilitation *practices* developed by RDI show that communication is a strategic instrument to strengthen inter-institutional relationships and build collaborative capacity. Through publications, *policy briefs*, discussion forums, and various knowledge-based activities, RDI encourages the formation of a common understanding of strategic issues while creating space for actors to convey their perspectives and interests. Communication that takes place openly and sustainably can reduce information gaps, strengthen trust, and improve coordination in the implementation of joint activities. This is in line with Kapucu and Hu (2022) who place communication as an important element in increasing the effectiveness of coordination and collaboration in networks.

Sustainable communication also contributes to the process of *knowledge transfer* between stakeholders. Knowledge gained through research, field experience, and interaction with various partners can be distributed and developed through a shared learning process. In the context of RDI Indonesia, this mechanism is becoming increasingly important because the issues of sustainable development, climate change, and community resilience have a multidimensional character that requires the integration of cross-disciplinary knowledge and practical experience. The process of knowledge exchange allows organizations to develop learning capacity, improve the quality of innovation, and produce policy recommendations that are more responsive to community needs. Thus, communication functions not only as an information channel, but also as a mechanism for the formation and development of organizational knowledge (Nonaka & Takeuchi, 1995; Argote & Ingram, 2000; Klijn & Koppenjan, 2016).

When associated with the concept *of organizational resilience*, *communication facilitation* has a strong contribution to the *coping* dimension, which is the organization's capacity to respond to and manage disruptions, pressures, and environmental changes effectively. Duchek (2020) explained that a resilient organization requires the ability to coordinate actions, access relevant information, and make appropriate decisions when facing uncertain conditions. In the context of RDI Indonesia, communication systems developed

through publications, *policy briefs*, newsletters, webinars, and discussion forums allow organizations to obtain feedback from partners, update strategic information, and adjust responses to environmental changes. This communication also strengthens the organization's capacity to maintain the continuity of functions and programs when facing various external pressures.

Thus, *communication facilitation* is a strategic dimension in strengthening *network leadership* practices in RDI Indonesia. Open, participatory, and knowledge-based communication not only increases the effectiveness of information exchange and coordination between stakeholders, but also builds trust, strengthens collective learning, and supports adaptive decision-making. From a public administration perspective, the practice reflects the importance of communication capacity in managing governance networks involving actors with diverse backgrounds, interests, and resources. Therefore, the implementation of *communication facilitation* contributes to strengthening *organizational resilience*, especially in the *coping dimension*, because it allows RDI to maintain organizational functions, adjust actions, and respond to various development dynamics in a more adaptive manner (Kapucu & Hu, 2022; Duchek, 2020).

C. Collaborative Governance

Collaborative governance is a governance approach that emphasizes the active involvement of various stakeholders in the process of planning, decision-making, implementation, and evaluation of policies to achieve public goals together. Ansell and Gash (2008) explained that *collaborative governance* is a governance process that brings together government and non-government actors in a joint forum to build consensus and produce decisions oriented towards the public interest. Actors involved can include the government, the private sector, civil society organizations, universities, international organizations, and other institutions that have resources and interests in solving public problems. From a *network leadership* perspective, cross-sectoral collaboration is an important strategy to integrate resources, knowledge, competencies, and experiences spread among various actors so as to increase the effectiveness of program implementation and the achievement of common goals (Ansell & Gash, 2008; Kapucu & Hu, 2022).

As an independent research institution that focuses on sustainable development, climate change, disaster risk reduction, and strengthening community resilience, *the Resilience Development Initiative* (RDI) Indonesia applies the principles *of collaborative governance* through the development of partnerships with various actors. Based on the RDI Roadmap 2025–2030 and official publications for the 2025–2026 period, RDI builds cooperation with ministries, government agencies, and local governments in the implementation of policy studies, institutional capacity building, and the development of resilience-based development programs. At the same time, RDI also develops partnerships with civil society organizations, universities, international organizations, and donor institutions in supporting research, capacity building, knowledge exchange, and implementation of programs oriented towards inclusive and sustainable development (RDI Indonesia, 2025–2026).

This pattern of collaboration shows that RDI not only functions as a knowledge producer and provider of research results, but also as a liaison actor that brings together various parties with different capacities, backgrounds, and interests. In the implementation of the program, each partner contributes based on its resources and competencies, including the provision of data and information, technical support, funding, capacity building, research implementation,

and the preparation of policy recommendations. This division of roles allows for the integration of resources while expanding collective capacity in responding to complex public problems. Thus, the decision-making process does not only rely on the perspective of one institution, but considers the various knowledge and experiences possessed by stakeholders (Ansell & Gash, 2008; Emerson & Nabatchi, 2015; Bryson et al., 2015).

From a *network leadership perspective, the* collaborative governance *practices* developed by RDI reflect the organization's capacity to build cooperative relationships, manage diverse interests, and create conditions that support coordination and trust between stakeholders. Kapucu and Hu (2022) explain that leadership in the network is not solely oriented to providing instructions, but rather emphasizes the functions of facilitation, mediation, and network *brokering* to align the goals and interests of various actors. In the context of RDI Indonesia, this function is reflected in the organization's ability to integrate research results, academic knowledge, practical experience, and input from various partners into the preparation of programs and policy recommendations. RDI's position as a liaison actor allows the collaboration process to take place in a more structured and oriented manner towards achieving common goals.

The practice of collaboration also has implications for the quality and legitimacy of the policies and programs produced. The involvement of various actors allows the policy formulation process to consider more diverse perspectives, while increasing the chances of forming a *sense of ownership* of the decisions produced. In the framework of *collaborative governance*, the process is important because the success of collaboration is not only determined by the final outcome, but also by the quality of the process of interaction, dialogue, trust, and mutual commitment built between parties (Ansell & Gash, 2008; Emerson & Nabatchi, 2015). Therefore, the collaboration developed by RDI can be understood as a mechanism to strengthen institutional capacity while increasing the social and policy legitimacy of the various programs produced.

When associated with the concept *of organizational resilience*, *collaborative governance* practices contribute mainly to the *coping* and *adaptation* dimensions. Collaboration allows organizations to access external resources, gain alternative perspectives, and build institutional support when facing environmental pressures and changes. In complex and uncertain situations, organizations cannot rely solely on internal capacity, but need the ability to mobilize resources and knowledge within the network. Through cross-sector collaboration, RDI has a greater opportunity to adapt programs, develop innovative solutions, and maintain the sustainability of activities when facing changes in the strategic environment.

Based on this description, *collaborative governance* is a strategic component in network *leadership* practices in RDI Indonesia. Cross-sectoral collaboration not only expands access to resources and knowledge, but also strengthens coordination, trust, participation, and legitimacy in the process of solving public problems. RDI's ability to carry out facilitation functions and connect various actors shows that network leadership can play a role as an instrument to manage interdependencies between institutions and integrate collective capacity. Thus, the implementation of *collaborative governance* contributes to strengthening *organizational resilience*, especially through improving the organization's ability to respond to pressures (*coping*), make adjustments to changes (*adaptation*), and maintain the sustainability of achieving organizational goals in a dynamic development environment (Ansell & Gash, 2008; Kapucu & Hu, 2022; Duchek, 2020)

D. Resource Mobilization

Resource mobilization is one of the important dimensions in *network leadership* which refers to the capacity of the organization to acquire, manage, integrate, and optimize various resources available in the network to support the achievement of organizational goals. From a network governance perspective, resources are not limited to financial aspects, but also include knowledge, information, human resources, technology, competence, legitimacy, and institutional support that can be obtained through collaborative relationships between stakeholders. Kapucu and Hu (2022) emphasized that the ability of organizations to integrate and mobilize resources spread among network actors is one of the important factors in increasing organizational capacity to face complex public problems. Therefore, the effectiveness of *resource mobilization* is determined not only by the availability of resources, but also by the organization's ability to build relationships, coordinate contributions, and direct those resources to achieve shared goals.

In *the Indonesian Resilience Development Initiative* (RDI), the practice of resource mobilization is realized through the development and management of partnership networks with governments, universities, international organizations, donor institutions, civil society organizations, and various professional partners. These relationships provide access to a variety of resources that support the implementation of research, the preparation of policy recommendations, the development of innovations, and capacity building in the fields of sustainable development, climate change, disaster risk reduction, and community resilience (RDI Indonesia, 2025–2026). Thus, the partnership network serves as a strategic instrument that allows RDI to access resources that are not entirely available internally.

One of the main forms of resource mobilization carried out by RDI is *knowledge mobilization*. As an organization oriented towards research and knowledge development, RDI produces various scientific studies, research reports, *policy briefs*, and policy recommendations developed through research and collaboration with various partners. This knowledge is not only used to strengthen the internal capacity of the organization, but also disseminated to the government, academics, practitioners, civil society organizations, and the community through seminars, trainings, webinars, and scientific publications. This process allows the knowledge generated through research to be transformed into resources that can be used in the policy formulation and implementation process. Thus, knowledge mobilization contributes to strengthening organizational learning and improving the quality of *evidence-based decision-making* (Argote & Ingram, 2000; Nutley et al., 2007; Oliver et al., 2014).

In addition to knowledge, RDI also mobilizes financial resources through partnerships with donor institutions and international organizations that have concerns about issues of resilience, climate change, disaster risk reduction, and sustainable development. This financial support can be used to support research, innovation development, capacity building, and the implementation of various programs oriented to increasing community resilience. From an organizational perspective, diversification of funding sources has a strategic meaning because it can reduce dependence on one source of financing and provide greater space for organizations to maintain program sustainability. Thus, the partnership network not only functions as a cooperative relationship, but also as a mechanism to expand the organization's financing capacity (RDI Indonesia, 2025–2026).

Another dimension is the mobilization of human resources. RDI involves researchers, academics, practitioners, consultants, and professional partners in the implementation of

various research and programs. The involvement of actors with diverse backgrounds and competencies allows organizations to access expertise that is not fully available in their internal structure. The integration of cross-disciplinary competencies can increase the analytical capacity of the organization and enable the development of more comprehensive solutions to complex development problems. From the perspective of *network leadership*, the mobilization of human resources through networks also allows for the exchange of experiences, capacity building, and the formation of new knowledge that supports organizational innovation (Bryson et al., 2015; Crosby & Bryson, 2010).

RDI's ability to mobilize knowledge, funding, and human resources shows that collaborative networks can serve as strategic assets for organizations. Relationships with various partners not only expand access to external resources, but also increase organizational flexibility in allocating and integrating resources according to program needs and environmental changes. In the context of *network leadership*, these conditions show that the effectiveness of leadership is not only determined by the ability to control internal resources, but also by the capacity to connect, coordinate, and optimize resources spread among various actors in the network. This view is in line with Kapucu and Hu (2022) who emphasize the importance of resource integration between network actors in increasing collective capacity to deal with public problems.

When associated with the concept *of organizational resilience*, *resource mobilization* has an important contribution to an organization's ability to maintain continuity of function, respond to pressure, and make adjustments to environmental changes. The availability of diverse resources provides organizations with a wider space to adapt when facing uncertainty, internal resource limitations, and changes in program needs. Duchek (2020) explained that a resilient organization needs the capacity to access and utilize resources appropriately to develop responses to various challenges. In the context of Indonesian RDI, the ability to mobilize various forms of resources through networks allows organizations to maintain program implementation while developing innovations in accordance with the dynamics of the strategic environment.

Based on this description, *resource mobilization* is a strategic dimension in network *leadership* practices in RDI Indonesia. Mobilization of knowledge, human resources, funding, and institutional support through partnership networks strengthens organizational capacity in carrying out research functions, policy development, and community capacity building. From the perspective of public administration, this practice shows that organizational resources in the network environment are scattered and interdependent, so leadership skills are needed to integrate various resources into collective capacity. Thus, *resource mobilization* not only strengthens the effectiveness of program implementation, but also increases organizational flexibility, adaptability capacity, and sustainability in facing a dynamic development environment (Kapucu & Hu, 2022; Duchek, 2020).

E. The Role of Network Leadership in Strengthening Organizational Resilience

The results of the analysis show that the implementation of network leadership has a significant role in strengthening organizational resilience in Indonesia's Resilience Development Initiative (RDI). The four dimensions of network leadership, namely connectivity, communication facilitation, collaborative governance, and resource mobilization, complement each other in building organizational capacity to face various increasingly complex development challenges. These findings show that organizational resilience is not only influenced by internal

capacity, but also by the organization's ability to build and manage collaborative networks in a sustainable manner (Kapucu & Hu, 2022).

The connectivity dimension contributes to the organization's ability to expand networks with governments, universities, international organizations, donor agencies, and civil society. The network strengthens access to information, experience, and various resources needed to identify risks and develop anticipatory measures. Thus, connectivity contributes to the anticipation dimension, which is the organization's ability to recognize environmental changes before they develop into crises (Duchek, 2020).

Meanwhile, communication facilitation supports the organization's ability to maintain coordination and information exchange among all partners. Through scientific publications, policy briefs, newsletters, webinars, seminars, and discussion forums, RDI accelerates the process of knowledge dissemination while building more effective communication with stakeholders. This mechanism improves the organization's ability to respond quickly to changes thereby strengthening the coping dimension in organizational resilience (Kapucu & Hu, 2022; Duchek, 2020; Klijn & Koppenjan, 2016).

Furthermore, collaborative governance shows how cross-sectoral collaboration can improve the quality of decision-making and expand the participation of various actors in program implementation. The involvement of governments, universities, civil society organizations, international organizations, and donor agencies results in shared learning that supports institutional innovation. This condition strengthens the organization's ability to adjust to change so as to support the adaptation dimension as explained by Duchek (2020).

On the other hand, resource mobilization ensures that organizations have adequate resources to support the implementation of programs in a sustainable manner. Mobilization of knowledge, funding, and human resources allows RDI to maintain organizational effectiveness while developing innovations in the face of new challenges. This ability shows that the success of an organization does not only depend on the number of resources it has, but also on the ability to make optimal use of collaborative networks (Kapucu & Hu, 2022).

Overall, the relationship between network leadership and organizational resilience in RDI Indonesia shows that the four dimensions of network leadership support each other in strengthening organizational resilience. Connectivity strengthens anticipation capabilities, communication facilitation increases response capacity, collaborative governance encourages adaptation through collaboration, while resource mobilization ensures the availability of the resources needed to maintain organizational sustainability. Thus, the application of network leadership is a strategic factor that supports RDI's ability to deal with development dynamics, climate change, and various challenges that arise at the national and global levels (Kapucu & Hu, 2022; Duchek, 2020).

When associated with the concept of organizational resilience, collaborative governance contributes to the adaptation dimension, which is the ability of organizations to make adjustments to environmental changes based on experience and learning gained. According to Duchek (2020), a resilient organization is not only able to survive when facing challenges, but also able to develop new strategies through the learning and innovation process. In practice, cross-sector collaboration carried out by RDI allows organizations to gain various knowledge, experience, and best practices from partners so that they can adjust program approaches and strategies according to evolving needs (Duchek, 2020).

Based on the results of the analysis, it can be concluded that collaborative governance is a form of network leadership implementation that contributes to strengthening organizational resilience in RDI Indonesia. Through collaboration with the government, civil society organizations, universities, international organizations, and donor institutions, RDI is able to expand organizational capacity, improve the quality of decision-making, and strengthen the ability to adapt to development dynamics. Therefore, collaborative governance practices not only support the successful implementation of programs, but also become an important factor in building more resilient, adaptive, and sustainable organizations (Ansell & Gash, 2008; Kapucu & Hu, 2022; Duchek, 2020).

Table 1. Network Leadership and Organizational Resilience at RDI Indonesia

Network Leadership Dimension	Implementation at RDI Indonesia	Contribution to Organizational Resience
Connectivity	RDI builds networks with ministries, local governments, universities, international organizations, donor agencies, and civil society organizations through research, policy formulation, and capacity building programs.	Expand access to information, knowledge, and resources so that organizations are able to identify risks early and prepare the right strategies.
Communication Facilitation	RDI disseminates research results through scientific publications, policy briefs, newsletters, seminars, webinars, workshops, and discussion forums with stakeholders.	Strengthen coordination, accelerate information exchange, improve organizational learning, and support decision-making that is more responsive to change.
Collaborative Governance	RDI carries out cross-sectoral collaboration with the government, universities, civil society organizations, international organizations, and donor institutions in research, policy formulation, and implementation of development programs	Encourage participatory decision-making, strengthen inter-institutional synergy, and improve the organization's ability to adjust strategies according to environmental dynamics.
Resource Mobilization	RDI mobilizes knowledge, funding, human resources, and institutional support through its network of partnerships.	Strengthening organizational capacity, increasing program innovation, maintaining the sustainability of activities, and supporting organizational capabilities in facing long-term challenges

Source: Compiled by the authors based on Naim Kapucu & Qian Hu (2022), Susanne Duchek (2020), as well as official publications of the Indonesian Resilience Development Initiative (RDI) (2025–2026).

Based on Table 1, it can be seen that the four dimensions of network leadership complement each other in building organizational resilience in RDI Indonesia. Connectivity plays a role in expanding strategic networks so as to increase the organization's ability to anticipate various risks (anticipation). Communication facilitation supports coordination and information exchange that strengthens the organization's ability to respond to changes (coping). Furthermore, collaborative governance and resource mobilization increase organizational capacity to adapt through cross-sector collaboration, resource utilization, and program innovation development (adaptation). These findings show that the implementation of network leadership is an important factor in strengthening organizational resilience so that RDI Indonesia is able to carry out its functions effectively in the midst of development dynamics and various challenges that continue to develop (Kapucu & Hu, 2022; Duchek, 2020).

CONCLUSION

This study shows that network leadership has a significant role in strengthening organizational resilience in Indonesia's Resilience Development Initiative (RDI). Through a library research approach with qualitative descriptive analysis, this study identifies that the application of four dimensions of network leadership, namely connectivity, communication facilitation, collaborative governance, and resource mobilization, contributes to improving organizational capabilities in facing various increasingly complex development challenges.

The connectivity dimension allows RDI Indonesia to build strategic networks with governments, universities, international organizations, donor institutions, and civil society organizations. The network expands organizations' access to information, knowledge, and resources that support anticipation capabilities, namely identifying risks and preparing strategies before disruptions occur. Furthermore, communication facilitation is realized through scientific publications, *policy briefs*, *newsletters*, webinars, workshops, and discussion forums that strengthen coordination, knowledge exchange, and organizational ability to respond quickly to changes (coping).

In addition, collaborative governance shows that cross-sector collaboration is an important factor in improving the quality of decision-making, expanding stakeholder participation, and encouraging institutional innovation. On the other hand, resource mobilization shows RDI's ability to utilize knowledge, funding, human resources, and partnerships to maintain program sustainability. These two dimensions strengthen adaptability, namely the organization's ability to learn, innovate, and adjust strategies according to environmental dynamics.

Overall, the results of this study show that the relationship between network leadership and organizational resilience is mutually reinforcing. The more effective the organization is at building networks, facilitating communication, developing collaboration, and mobilizing resources, the higher the organization's capacity to anticipate, respond, and adapt to change. These findings support the theory of Kapucu and Hu (2022) regarding the importance of network-based leadership in collaborative governance, as well as the theory of Duchek (2020) which emphasizes that organizational resilience is built through anticipation, coping, and adaptation skills.

Nunun Nurhajati[1]*, Yuke Tinarawati[2], Charisma Putri Bali[3], Maulvy Aulya R[4], Naswa Nur Riski Amalia[5]. The Role of Network Leadership in Organizational Resilience: Studi Pada Resilience Development Initiative (RDI) Indonesia.

This research contributes to the development of the study of Public Administration, especially regarding the application of network leadership in strengthening organizational resilience in research-based non-profit organizations in Indonesia. Although this study uses a literature study approach so that it relies on secondary data, the results of the research can be the basis for future research to test the relationship between the two concepts through empirical studies, interviews, and field observations. Thus, it is hoped that future research can provide a more comprehensive understanding of network leadership practices in strengthening organizational resilience in various development sectors

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