



Adaptive Policy Education in the VUCA Era for Jetis Sidoarjo Batik Craftsmen

Amrizal Attalansyah^{1*}, M Isa Anshori²

Universitas Trunojoyo Madura, Indonesia | 190211100105@student.trunojoyo.ac.id¹

Universitas Trunojoyo Madura, Indonesia | isa.anshori@trunojoyo.ac.id²

Correspondence Author*

Received: 10-12-2023

Reviewed: 15-12-2023

Accepted: 23-12-2023

Abstract

Industry 4.0 has brought a major transformation in the industrial paradigm, with digital technology that continues to develop and the start of the era of volatility, uncertainty, complexity and ambiguity (VUCA) making businesses have to think about strategic steps to maintain sustainability and resilience. Therefore, every business is required to be adaptive, especially in making policies and managing them. Kampung Batik Jetis Sidoarjo, which is a center for written batik that has existed since the 1900s, is also not immune from these challenges. The purpose of this study is to determine the description of the adaptive policies of Batik Jetis Sidoarjo craftsmen in facing the VUCA era. The method of writing scientific articles uses qualitative research methods and data collection techniques in the form of interviews and observations. This research activity explains the adaptive policy strategies of batik craftsmen and the efforts that can be made to face the VUCA era. The results showed that Jetis batik craftsmen rely on strong communication relationships with customers to help craftsmen confidently face the VUCA era.

Keywords: VUCA, policy, adaptive organization, batik craftsmen

Introduction

We are currently experiencing the VUCA phenomenon or (volatility, uncertainty, complexity, ambiguity). VUCA is a situation where everything that happens in the future cannot be predicted in advance. According to Widodo's research (2022:35) in the VUCA era, shifts in the business environment occur rapidly and become unstable. The Industrial Revolution 4.0 is one example of the impact of VUCA where there is an economic shift and the development of industrial productivity is increasing very rapidly. As the business environment becomes more volatile, the market faces new challenges every day. Business

uncertainty makes daily operations more complex and ambiguous for stakeholders to run the business effectively and efficiently, which leads to the importance of business operations (Suwarno et al., 2023).

Sidoarjo Regency, which has the third largest number of MSMEs in East Java and has been named the best MSME city, is also not free from VUCA problems. One of them is Jetis batik village. The batik village is the largest Batik center in Sidoarjo. Batik Jetis continues to survive and is the main livelihood for some Jetis people. From 1995 to early 2008, the batik craftsmen carried out the production process to marketing independently. However, over time there were many obstacles encountered by the craftsmen (Fitrawan & Sari, 2021). (Fitrawan & Sari, 2021).

These obstacles include marketing problems, capital, and the lack of the next generation who continue the batik profession, making Batik Jetis Sidoarjo unable to develop and be recognized by the wider community outside Sidoarjo. (Hariyoko et al., 2020).. Based on preliminary studies conducted by researchers previously, informant Ibrahim (56 years old) as the owner or business owner of one of the Batik tulis said, lately many entrepreneurs of Jetis Batik Crafts have not continued their business and prefer to switch to other professions. This is partly due to the low quality of human resources (Interview Ibrahim, March 25, 2023).

In addition, the management system and skills in using technology also affect the decreasing number of Batik Jetis craftsmen. This problem is fundamental and relates to the competence of human resource skills. According to Rokhmah (2022:23) most MSMEs are managed with unprofessional management. Continuous innovation from a company must be done so that the company can survive in the long term, because the level of business competition is currently getting tighter (Mose & Gachanja, 2023). The mindset of visionary entrepreneurs is very rare, they are still dominated by short-term thinking. At present, it is necessary to realize that the current era of breakthroughs has entered an era due to technological advances (Andrefson et al., 2023). Effective and efficient use of technology will provide broad market access, and have a positive impact on the surrounding community. (Widodo & Safi'i, 2022)

Therefore, it is necessary to have strategic policies that take advantage of digitalization in a business, especially in the current era so that the business being run can run well and continue to grow and not lose to other competitors. Organizations need to design dynamic adaptive policies. The policy contains a strategic vision of the future, commits to short and long term actions, and sets a framework for determining future steps. (Haasnoot et al., 2013). Every organization is required to be able to produce adaptive policies. The more adaptive the policies produced, the greater the potential for an organization to achieve its goals, especially when followed by comprehensive implementation and evaluation. (Rahman et al., 2021: 77)

Literature Review

Concept of Organizational Policy

Etymologically, the term policy or policy comes from the Greek "polis" meaning country, city which then entered Latin into "politia" which means state. (Nur & Guntur, 2019: 3). Policy is generally used to select and indicate the most important choices to strengthen life, both in the life of government and private organizations. (Anggara, 2018: 35). According to Aeston (Nawi, 2017: 37) defines policy as a means of assessing the choice of goals to be achieved. Furthermore, Hendra (Nawi, 2017: 38) states that policies always rest on problems, so that policies become solutions. The essence of a policy is to solve problems by providing solutions.

Based on the opinions of several experts above, it can be concluded that policy is a means used to select certain decisions in determining goals and finding solutions to every problem in organizational life, both government and individuals.

Adaptive Concept

Adaptive according to Then (2014:7) namely the ability to adjust to new situations and have familiar skills in these situations. Meanwhile, according to Rahayu (Carina & Supriyadi, 2016: 43) adaptive behavior is a person's ability to be able to adjust to the norms or standards that apply in their environment. Based on the theories above, it can be concluded that adaptive is the ability to be able to adjust to new situations and have familiar skills in daily activities.

Adaptive in question is the organization's ability to adjust to changes that occur in its environment Afkarina (2023:60) by generating new innovations, dynamic strategies and effective use of technology. The adaptive concept is actually an *agile* mindset. An agile approach to the organization will encourage adaptive planning, continuous development and improvement, and a fast and flexible response to customer needs. (Denning, 2016:13) . According to Denning (2020:5) the implementation of the agile approach in organizations has a number of prerequisites, namely the formation of an *agile* mindset and having *agile* leadership.

An agile mindset is more crucial than management, processes, systems, platforms or structures in organizations. Research shows that management methods implemented without changing the agile mindset add little to the organization (Denning, 2016:13). Denning (S. Amalia, 2020) explains what is meant by an agile mindset, namely:

1. Goals, attitudes and values are focused on adding value and innovation for users and customers, and not on short-term profits.
2. Leaders see themselves as part of the team and act as enablers rather than controllers so as to utilize the full capacity and talents of employees.
3. Form autonomous and networked teams to operate complex and critical tasks at scale.
4. The coordination mechanism uses structured, repeatable and customer-oriented practices.
5. Regularly realize the value of transparency and continuous improvement of products, services and work methods.

6. Communication is open and two-way, not top down and hierarchical.
7. The physical workspace designed is open, egalitarian and encourages collaboration.

Agile leaders have a vision that focuses on new trends and strategic organizational goals. Leaders implement these visions and goals into policies that are flexible to the situation, utilization and availability of available resources. (S. Amalia, 2020: 5) In addition, agile leaders are also defined as being able to move according to the situation that occurs, being sensitive to change and providing space for their followers to bring up innovations and help them to be independent in overcoming problems. (Magfiroh et al., 2023: 122)

VUCA Concept

We are currently entering a troubled time, where many changes are occurring due to innovative advances, which also implies vulnerability and weakness to change called VUCA Amalia. (2023:974). The term VUCA or (Volatility, Uncertainty, Complexity, and Ambiguity) was originally introduced by the U.S. Army War College to describe a multilateral world situation that is increasingly turbulent, uncertain, complex, and ambiguous due to war. (Kinsinger & Walch, 2013).. The term VUCA was later adopted by strategic leaders to describe the chaotic, turbulent, and fast-changing business situation that has become the "new normal". The term VUCA can be described as follows:

1. Volatility

This component illustrates that technology has made it clear that no business can run stably anymore. This condition is influenced by the many innovations based on rapid and ever-changing technological developments. Responding to this situation, along with the advancement of the use of technology, business people are also required to change.

2. Uncertainty

This component indicates that there is no certainty in running the business cycle. This uncertainty makes market and industry conditions difficult to understand, predict, and manage. In response to this situation, many companies decide to 'stand still' and make no changes due to uncertainty.

3. Complexity

This component explains the increasingly complicated business. A few decades ago, companies simply emphasized profitability orientation in the businesses they managed. However, at present, many factors must be considered by companies in order to survive in the face of fierce industry competition.

4. Ambiguity

This component illustrates the blurring of business boundaries. In today's world, there are many new business actors whose existence cannot be predicted. Old business actors who previously did not overlap with other business areas can now expand their business areas and occupy the same business areas, so they can be classified as competitors (Aribowo & Wirapraja., 2018).

Based on this theory, it can be concluded that VUCA is a term where the situation that is happening then cannot be predicted. Volatility, which is characterized by rapid and changing technological advances, uncertainty, which is a situation that requires innovation, complexity, which is characterized by increasingly complicated business conditions and ambiguity, namely the emergence of competitors from various fields and can potentially become business rivals.

Research Method

This research uses a qualitative approach. According to Moleong (2018:6) Qualitative research is used to research on natural object conditions, where the role of the researcher is a key instrument in research, data collection techniques are combined or triangulated, data analysis is inductive and research results emphasize meaning rather than generalization.

Researchers use descriptive qualitative methods, which are methods that contain expressions or views on the data obtained from the object under study by interpreting the data with a new view of the environment or nature. Descriptive qualitative research aims to provide an overview of the data that has been obtained from the field objectively. Researchers want to know the picture and describe in detail and in depth related to the phenomenon of the problem to be studied. (Moleong, 2018).

Object of Research

This research was conducted at Batik Craftsmen in Jetis Village, Sidoarjo Regency.

Data Collection Technique

In this study, using several data collection techniques, namely:

1. Interview

According to Kristin G. Esterberg, an interview is a meeting of two people to exchange information and ideas through questions and answers, so that meaning can be constructed in a certain topic. (Sugiyono, 2017). Researchers met directly with informants who became research subjects and then exchanged information and ideas through question and answer sessions. In this study, interviews were conducted in depth to find out information clearly and in depth.

2. Observation

Observation is the whole activity of observing objects or conditions. Observation can also be interpreted as direct data collection from the field. According to Sugiyono (2018:229) observation is a data collection technique that has specific characteristics when compared to other techniques. Observation is also not limited to people, but also other natural objects.

3. Documentation

In research, documentation is considered important because it can be used as a supporting factor in the validity of the research. Documentation is a method used to

obtain data and information in the form of books, archives, documents, writings or numbers and images in the form of reports and information that can support research. (Sugiyono, 2017).

Results and Discussion

Researchers used indicators of Denning's adaptive organizational policy theory (Denning, 2016) which says that an organization's adaptive policy requires a prerequisite, namely the formation of an agile mindset. Denning (S. Amalia, 2020: 5) explains the agile mindset, namely (1) Goals, attitudes and values are focused on added value and innovation for users and customers, (2) The leader sees himself as part of the team, (3) Forming autonomous and networked teams, (4) Coordination mechanisms use structured practices Repetitive and Customer Oriented, (5) Routinely realize the value of transparency and continuous improvement of products, services and work methods, (6) Communication is open and two-way and (7) The workspace is designed to be open Physical Workspace Designed to be Open, Egalitarian and Encourage Collaboration.

This research also discusses how Jetis batik craftsmen deal with the VUCA era. Therefore, researchers used indicators of VUCA theory from (2018:54) which include (1) Volatility where technological innovation is needed, (2) Uncertainty where market conditions are unstable, (3) Complexity where businesses are increasingly complicated (4) Ambiguity where new competitors appear.

Adaptive Policy Strategy for Craftsmen in the VUCA Era

Goals, attitudes and values are focused on added value and innovation for users and customers. This component illustrates that the goals, attitudes and values of the organization must be customer-oriented. It is intended that the organization is able to move flexibly to market developments. The results showed that craftsmen have good knowledge of business conditions that are oriented to market needs (Adriansyah & Rimadiah, 2023). Craftsmen recognize that by following market needs will make the business can develop and survive. Attitudes and values held by craftsmen make the organization can run according to purpose. In addition, communication established with customers will provide social benefits and establish good emotional strength.

In addition, craftsmen also have the view that leaders are also part of the group and do not consider having a higher position than others, despite having more knowledge and competence. This can certainly create a supportive work atmosphere, because leaders in the work group can direct and guide by participating in doing the necessary work. This is in line with the research of Nurhaen et al. (2022) that leaders who have characteristics such as collaborative, have shared responsibilities will be able to create adaptive organizations.

The results of the study also concluded that craftsmen have also implemented the formation of certain work groups in meeting consumer needs. MZ craftsmen, as leaders in the group have high confidence in the competence of their organization's human resources. In this case the leader must be able to build good relationships and mutual trust with subordinates, so

as to create a harmonious and productive work environment. (Nursalim et al., 2023: 86). It is also able to motivate other craftsmen. This is in line with Setiyanti (2022: 62). (2022:62) and Septiana (2023:462) which says that the formation of work groups is very necessary in an organization or company in order to be interconnected and cooperate with each other.

In the next indicator, the researcher concluded that the craftsmen had known the coordination system in the organization, but there were still failures in coordination between individuals marked by miscommunication. This shows that there is still a weak coordination mechanism in the organization. Researchers also concluded that actually craftsmen know that it is not effective for the organization or customers, for that craftsmen need to choose the right coordination strategy in order to achieve organizational goals.

From the research results, it is also known that the transparency and evaluation indicators are also well implemented. This indicator illustrates that organizations need to uphold the values of transparency and evaluation of the entire sub-organization periodically. Transparency (information disclosure) refers to an open attitude in the process of implementing decision making, and an open attitude in providing substantive company information and related information openly required by all stakeholders. Craftsmen hold the values of transparency between individuals in an organization that is intertwined with strong communication and without regard to hierarchy. From the results of the study, craftsmen also implemented improvements concerning product innovation, work methods and services including craftsmen have known where the point of inefficiency of the work methods that have been done.

Then in the aspect of communication, which in the perspective of an agile organization, communication is one of the important factors in this era of change. Open communication refers to a non-hierarchical approach, which is conversational and horizontal in nature. (Denning, 2016: 14). The results showed that the communication practices carried out by craftsmen with the owner or vice versa have implemented a two-way system, it is also influenced by the scale of the organization in the form of a home industry or small organization so that more communication occurs. Craftsmen also know that social relationships within the scope of work make communication more open, so that it is able to make the organization and the owner can represent the direction of the organization.

In addition, the aspects of openness and egalitarianism are also held by craftsmen. This aspect is an important value that organizations have in creating an innovation with collaboration between individuals. Organizations must increase collaboration and engagement between organizational members to facilitate knowledge exchange and learning. (2023:254). Such practices can create a vibrant workforce. They view these new management practices as creating an exciting workplace (Denning, 2016:17). (Denning, 2016). The results showed that the aspects of openness and egalitarianism in the work environment of Jetis batik craftsmen went well. This can maximize communication skills between individuals or organizational sectors and encourage good collaboration in order to realize innovative and strategic policy-making decisions.

Then the craftsmen also realize that in the current era the need for strategic steps in order to achieve organizational sustainability. The results showed that craftsmen had the view that the use of technology also needed to be tried and applied, especially in the use of social media, the use of marketplace-based technology and other internet utilization. Researchers also concluded the need for the use of technology in supporting the production process so that the work methods carried out by craftsmen can run efficiently.

In addition, in overcoming unstable market conditions in the face of the VUCA era, craftsmen always have customer-based principles. By building strong communication between producers and consumers, producers are able to anticipate changes in market conditions. Researchers also concluded that family businesses are able to survive because of the principles that have been taught for generations. This is in line with the research of Athia et al. (2021) which states that family businesses have sustainable business continuity due to several factors, including the relationship between owners and customers, especially family businesses strive to increase their competitiveness to run long-term business operations by maintaining relationships with customers and maintaining family reputation.

From the research results, it is also known that in the current VUCA era for jetis batik craftsmen, financial management is one of the important factors to be taken into account in anticipation of unexpected circumstances that will occur in the future. This is in line with Rokhmah's research (Rokhmah et al., 2022) that most MSMEs are managed with unprofessional management and on the other hand, intense business competition is also an obstacle. In addition, researchers also concluded that the factor of reduced human resources is also a challenge for craftsmen in the VUCA era.

In the next aspect of dealing with ambiguity, especially in the face of competitors, craftsmen always have high confidence in the quality of their products. Craftsmen also always follow the trends in the market, in such a way craftsmen assess can compete with competitors. In addition, craftsmen are also principled in customer needs and strive for innovations through products through cooperation with other parties. This is in accordance with Swanson and Bhadwal (2015:15) that in order to anticipate various situations that occur in the future, forward-looking policies, multi-stakeholder deliberation and proactivity towards innovation are needed.

Implementation of Adaptive Policies for Batik Entrepreneurs in the VUCA Era

Making a change is something that is considered important to do in the current VUCA era. All business sectors and organizations must set strategic steps to achieve goals, both long and short term. This step is used to minimize unforeseen circumstances in the future. Therefore, stakeholders need to consider various inputs and plans that have been made. Based on the results of observations and interviews, Jetis batik entrepreneurs have taken several actions related to strategic steps in facing the VUCA era. Entrepreneurs assess that some of these actions are able to make the organization more adaptive and able to compete with other competitors, and can help the organization achieve its goals.

1. Establish communication with multi-stakeholders

Craftsmen consider that establishing communication can maintain the batik business in the VUCA era. This supports the organization to be able to follow customer needs. For this reason, the owner must continue to improve customer and supplier relationships by paying attention to various stakeholders.

2. Evaluate the efficiency of human resources

Given the existing resources of SMEs are still low, it is the responsibility of the business owner to improve employee knowledge either formal or non-formal such as education and training, courses. (FAIDAL & ANSHORI, 2011: 22). This makes the owner of batik Jetis evaluate human resources, by dividing the workload so that the production process runs efficiently and conducting training and development to craftsmen.

3. Setting production standards

By setting production standards, a work process in a company will run effectively. This will reduce the impact of miscommunication that has been felt by craftsmen. The owner needs to create an indicator of the success of a work method so that organizational goals can be achieved.

4. Make changes to the drying method

In the drying method, craftsmen consider that this is the point where inefficiency occurs. The drying process of batik cloth is highly dependent on sunlight, so when the weather is unfavorable it will make the drying process longer, for this reason the business owner implements the use of alternative technology to help the process.

5. Applying technology in the marketing aspect

In the 4.0 era, the application of technology is important to be applied in business. Many businesses or MSMEs have implemented digitization in their business processes. In this case, the owner has implemented various digital tools to expand the marketing area, which currently only relies on the local market and requests from a number of customers.

6. Improve the company's financial system

According to research, many MSMEs cannot survive in the VUCA era due to unprofessional organizational management factors. This includes the management of capital and business finances. Craftsmen consider that a good management system is needed to support business operations in the VUCA era in particular, because unexpected things can happen.

7. Diversifying products

It is a step that has been implemented by business owners by considering several available resources to make the organization more innovative by collaborating with other parties to make bags, sarongs, udeng, ties and others with batik cloth.

Changing Consumer Tastes in the VUCA Era

In an era of volatility, uncertainty, complexity and ambiguity, often referred to as VUCA, changing consumer tastes are a dynamic challenge that requires readiness and flexibility. The courage of companies to face these changes with rapid adaptation and innovation is a key element in facing a challenging business environment. In the midst of unpredictable waves of change, understanding and responding quickly to shifting consumer tastes is not only a recommended business strategy, but also a necessity to maintain competitiveness and business continuity. The researcher classifies some of the craftsmen's anticipatory steps in dealing with changing consumer tastes in the VUCA era.

1. Communication

Communication is one of the key strategies of jetis batik craftsmen in maintaining their business and existence, especially in the VUCA era. Communication is considered very important for jetis batik craftsmen because with open communication, craftsmen as producers are able to know how the needs and preferences of consumer interests. This can minimize the impact of changing market trends. Before that, communication is a "strategy" inherited from generations of jetis batik businesses, most of which are in the form of family businesses.

2. Consumer buying tendency

Research shows that in addition to establishing good communication, craftsmen also observe every consumer behavior. Craftsmen as producers see consumer purchasing tendencies through various preferences. One of them is color, the number of purchases based on color is one of the references used. If the sale of light-colored batik cloth increases from before, and dark-colored batik is in less demand, it shows that the current trend is batik with light colors.

3. Researching competitors

Studying competitors is something that can also be done to anticipate changes that are happening. Craftsmen also pay attention to how competitors' attitudes in following trends that are happening. Competitors can also be used as a reference in determining ideas and future steps, it is not uncommon for craftsmen to modify some of the motifs in competing batik to be applied in their batik while still maintaining the identity of Jetis batik.

4. Innovate

Innovation refers to the ability to create new solutions in the face of dynamic and complex challenges. Innovation is not only limited to developing new products or services, but also involves a creative approach to solving problems, improving processes and creating added value. Craftsmen make a number of innovations to anticipate changes in consumer tastes including diversifying products, changing work methods and implementing the use of technology as a strategic step to be able to compete in the industrial era 4.0.

Conclusion

Based on the results of the analysis of the discussion that has been stated in the previous chapter, the researcher will draw the following conclusions:

1. The adaptive policy strategy for Jetis batik craftsmen in the VUCA era has been running well even though some conditions have not been maximized. The mindset of craftsmen is known to have adapted to existing conditions marked by craftsmen who have good knowledge of business conditions that are oriented to market needs, informants consider themselves also part of the group and do not consider having a higher position than others, despite having more knowledge and competence, craftsmen also apply the formation of certain working groups in meeting consumer needs, craftsmen know a good coordination system in the organization, the values of transparency between individuals in the organization are intertwined with strong communication and without regard to hierarchy and craftsmen also apply improvements concerning product innovation, work methods and services, the researcher also concluded that the communication practices carried out by craftsmen with the owner or vice versa have implemented a two-way system and also aspects of openness and egalitarian in the work environment of Jetis batik craftsmen run well. This can maximize the ability of communication between individuals or organizational sectors and encourage the creation of good collaboration in order to realize innovative and strategic policy-making decisions.
2. Furthermore, the implementation of the strategy has also been carried out by the owner to face the vuca era which includes establishing communication with multi-stakeholders, evaluating the efficiency of human resources, setting production standards, changing drying methods, applying technology in marketing aspects, improving the company's financial system and diversifying products.
3. Craftsmen have also observed and know how to respond to changes in consumer tastes, namely by strengthening communication, paying attention to consumer purchasing trends, researching competitors and innovating.

Suggestions

Based on the results of the research and data analysis discussed in the previous chapter, there are suggestions, namely:

1. For Craftsmen
Continuously improve the quality of human resources, which in this VUCA era demands to be more developed and agile, even with limited age and abilities.
2. For Owners
Always make improvements and focus on organizational goals both long and short term so that the craft of batik tulis jetis can be more developed and not eroded by the VUCA era.
3. For the government

Supporting various local MSMEs, especially batik jetis sidoarjo so that they can be recognized and compete with products made outside the region, providing assistance and training for new human resources, especially young people so that they can be useful from an economic perspective and the preservation of Batik Jetis Sidoarjo can be maintained.

References

- Adriansyah, A., & Rimadiaz, S. (2023). Key Factors for University Business Incubator Implementation (UBI): Literature Review. *Journal of Business Management and Economic Development*, 2(01 SE-Articles), 98–110. <https://doi.org/10.59653/jbmed.v2i01.335>
- Afkarina, R., Septianza, C., Amir, A. F., & Anshori, M. (2023). Manajemen Perubahan Di Era VUCA. *Jurnal Penelitian Manajemen Dan Inovasi Riset*, 1(6), 60. <https://doi.org/https://doi.org/10.61132/lokawati.v1i6.332>
- Amalia, N., Syahputra, M. R., Khoiralla, S. A., & Anshori, M. I. (2023). PENGEMBANGAN KEPEMIMPINAN MASA DEPAN. *Bussman Journal: Indonesian Journal of Business and Management*, 3(3), 974.
- Amalia, S. (2020). Melalui Pandemi Dengan Organisasi Dan Kebijakan Publik Yang Agile. *Jurnal Wacana Kinerja*, 23(1), 5. <https://doi.org/http://dx.doi.org/10.31845/jwk.v23i1.678>
- Andrefson, E., Fikriando, E., & Relifra, R. (2023). Sport Organization Employee Performance: Skills, Creativity and Innovation. *Journal of Business Management and Economic Development*, 1(02). <https://doi.org/10.59653/jbmed.v1i02.149>
- Anggara, S. (2018). *kebijakan publik*. pustaka setia.
- Aribowo, H., & Wirapraja, A. (2018). Strategi Inovasi Dalam Rangka Menjaga Keberlanjutan Bisnis Dalam Menghadapi Era Volatility, Uncertainty, Compelxity, Dan Ambiguity (Vuca). *Jurnal Ilmu Manajemen Dan Akuntansi Terapan (JIMAT)*., Vol 9(No 1), 51.
- Athia, I., Rahayu, S., & Anwar, S. A. (2021). Upaya Adaptif Bisnis Keluarga Dalam Mempertahankan Usahanya Di Era Pandemi Covid-19. *Jurnal Bisnis & Kewirausahaan*, 17(3), 238–250. <https://doi.org/https://doi.org/10.31940/jbk.v17i3.238-250>
- Carina, T., & Supriyadi. (2016). Studi Korelasi Perilaku Adaptif Dan Kecerdasan Emosional Dengan Prestasi Belajar Pada Siswa Underachiever Di Bali. *Jurnal Psikologi Udayana*, 3(1), 35–44. <https://doi.org/https://doi.org/10.24843/JPU.2016.v03.i01.p04>
- Denning, S. (2016). How to make the whole organization “Agile.” *Emerald Insight Strategy & Leadership*, 44(4), 10–17. <https://doi.org/http://dx.doi.org/10.1108/SL-06-2016-004>
- FAIDAL, & ANSHORI, M. I. (2011). PENGARUH PENDIDIKAN DAN PELATIHAN,PENGALAMAN KERJA, KOMPETENSI TERHADAPKINERJA KARYAWANPADA UKM DI BANGKALAN. *BISMA JURNAL BISNIS DAN MANAJEMEN*, 4(1), 22.

Adaptive Policy Education in the VUCA Era for Jetis Sidoarjo Batik Craftsmen

- Fitrawan, D. D., & Sari, M. M. K. (2021). PENGUATAN MODAL SOSIAL UMKM BATIK JETIS SIDOARJO DALAM MEMPERTAHANKAN USAHA DI ERA PANDEMI COVID-19. *JCMS*, Vol. 6(No. 02), 32–46.
- Fitria, N., Azmy, N. U., & Anshori, M. (2023). Manajemen Pengetahuan dan Pembelajaran Organisasi di Era VUCA; Studi Literatur. *Student Research Journal*, 1(3), 254. <https://doi.org/https://doi.org/10.55606/srjyappi.v1i5.679>
- Haasnoot, M., Kwakkel, J. H., Walker, W. E., & Maat, J. ter. (2013). Dynamic adaptive policy pathways: A method for crafting robust decisions for a deeply uncertain world. *Global Environment Change*, 23(13), 485–498. <https://doi.org/http://dx.doi.org/10.1016/j.gloenvcha.2012.12.006>
- Hariyoko, Y., Soesiantoro, A., & Junaidi, M. A. (2020). PEMBERDAYAAN UMKM BATIK TULIS DI KAMPOENG BATIK JETIS OLEH DINAS KOPERASI DAN USAHA MIKRO KABUPATEN SIDOARJO. *Jurnal Ilmu Administrasi Negara*, 1(1), 4. <https://doi.org/https://doi.org/10.33005/jdg.v1i1.2478>
- Kinsinger, P., & Walch, K. (2013). Developing Leaders in a VUCA Environment. In *the power of experience*. UNC Executive Development.
- Magfiroh, H., Tahol, T. O., Anisah, S., & Anshori, M. I. (2023). Kepemimpinan Adaptif: Sebuah Studi Literatur. *Journal of Management and Social Sciences*, 1(3), 122. <https://doi.org/https://doi.org/10.59031/jmsc.v1i3.151>
- Moleong, L. J. (2018). *Metodologi Penelitian Kualitatif (Edisi Revisi)*. PT Remaja Rosda Karya.
- Mose, J., & Gachanja, I. (2023). Influence of Performance Appraisal on Employee Performance in the Energy Sector Kenya. *Journal of Business Management and Economic Development*, 2(01 SE-Articles), 71–87. <https://doi.org/10.59653/jbmed.v2i01.329>
- Nawi, R. (2017). *Perilaku Kebijakan Organisasi*. CV Sah Media.
- Nur, A. C., & Guntur, M. (2019). *ANALISIS KEBIJAKAN PUBLIK* (1st ed.). Badan Penerbit Universitas Negeri Makassar.
- Nurhaen, I. DA, Pramawiratama, A. N., & Kurniawan, Y. (2022). Gendered-Perspective Agile Leadership in the VUCA Era During the Covid-19 Pandemic. *Jurnal Ilmu Sosial Dan Ilmu Politik*, 26(2), 119–136. <https://doi.org/https://doi.org/10.34001/jdeb.v20i1.3623>
- Nursalim, M. F., Pratiwi, A., & Anshori, S. N. F. M. I. (2023). Kepemimpinan Pendekatan Sifat Dalam Organisasi. *Journal of Management and Social Sciences (JMSSC)*, 1(3), 86. <https://doi.org/https://doi.org/10.59031/jmsc.v1i3.158>
- Rahman, A., Habibi, M., Zaman, A. N., Hamka, H., & Sahrul, M. (2021). Edukasi Kebijakan Organisasi Adaptif di Era VUCA pada Pimpinan Cabang Ikatan Pelajar Muhammadiyah Leuwiliang Bogor. *E-Dimas: Jurnal Pengabdian Kepada Masyarakat*, 12(3), 542–548. <https://doi.org/10.26877/e-dimas.v12i3.7133>
- Rokhmah, S., Asep, E., Suganda, D., & Anita. (2022). TANTANGAN DAN PELUANG UMKM DALAM MEMBANGUN INOVASI BISNIS ISLAMIS DI ERA VUCA. *Tazkiyya: Jurnal Keislaman, Kemasyarakatan Dan Kebudayaan*, 23(1), 23.

- Septiana, S., Wicaksono, R. N., Saputri, A. W., Fawwazillah, N. A., & Anshori, M. I. (2023). Meningkatkan Kompetensi Sumber Daya Manusia Untuk Masa Yang Mendatang. *Student Research Journal*, 1(5), 462. <https://doi.org/https://doi.org/10.55606/srjyappi.v1i5.705>
- Setiyani, A., Yuliyanti, T., & Rahmadanik, D. (2022). Pengembangan UMKM di Desa Pekarungan Kabupaten Sidoarjo. *ULIL ALBAB : Jurnal Ilmiah Multidisiplin*, 1(3), 425.
- Sugiyono. (2017). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif dan R&D*. Alfabeta.
- Sugiyono. (2018). *Metodologi Penelitian Kualitatif (Edisi Revisi)*. Alfabeta.
- Suwarno, S., Kesuma, I. M., Aprianto, R., Anggraini, S., Nuraini, B., Paleni, H., & Surajiyo, S. (2023). Perceived Organization Support and Work Engagement toward Employee Performance with Motivation as Mediating Variable. *Journal of Business Management and Economic Development*, 1(02). <https://doi.org/10.59653/jbmed.v1i02.136>
- Swanson, D., & Bhadwal, S. (2015). *Creating Adaptive Policies: A Guide for Policy-Making in an Uncertain World*. In *Creating Adaptive Policies: A Guide for Policy-Making in an Uncertain World* (2nd ed.). SAGE Publications India Pvt Ltd.
- Then, cook klein. (2014). *Adapting Early Childhood Curriculum for Children With Special Needs*. USA : pearson.
- Widodo, S. R., & Safi'i, I. (2022). PENGARUH PENERAPAN SMART FACTORY DI ERA VUCA PADA UMKM DI KOTA KEDIRI. *KAIZEN : MANAGEMENT SYSTEMS & INDUSTRIAL ENGINEERING JOURNAL*, 5(2), 35. <https://doi.org/http://doi.org/10.25273/kaizen.v5i2.13870>