



Human Resources Management Transformation for Supporting the Framework of Courts

Excellence the VUCA Era

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ABSTRACT

The Framework of Court Excellent (TFCE) requires the support of superior human resources so that judicial services are fast, easy, and transparent. The Industrial Revolution 4.0, Society 5.0, and the VUCA era encouraged the Supreme Court (in Indonesia/MA) to innovate in providing digital-based judicial services. The implication is that the Supreme Court conducts a moratorium on prospective judges and attracts technical personnel who support innovation. This has never been done, so it is necessary to transform Human Resources Management (HRM). This article analyzes: (1) how the judicial HRM transformation; (2) what is the role model of the leader in supporting the digital justice system. Content analysis is carried out on the blueprint, Strategic Plan, Bureaucratic Reform Policy, and Integrity Zone Development in MA. The content analysis aims to determine the existence of certain words, themes, or concepts in the document/text so that they can analyze the existence, meaning, and relationships of related words, themes, or concepts. The Supreme Court carried out an HRM transformation in support of the Superior Court Framework (TFCE), particularly concerning recruitment, training systems, performance measurement, allowances, and changing the role model of leaders. The transformation is carried out by implementing Competency-Based HR Management (CBHRM). Role models of leaders in supporting digital justice include a firm stance, honesty, fairness, intelligence, calmness, good communication, inspiration, and empathy. The HRM transformation that is integrated into CBHRM and internalized by every Supreme Court employee will be able to support the Framework of court excellence.

Keywords: *HRM transformation, court digital, court excellent, CBHRM, VUCA Era.*

1. INTRODUCTION

The development of technology and globalization in the industrial revolution 4.0 caused the world to be interconnected because the barriers of distance, time, and information flow were erased. This era is marked by the emergence of innovations in the field of technology and information due to the development of the internet of things (IoT) which provides big data for all aspects of people's lives. These fundamental changes became the basis for the emergence of the Society 5.0 era. Fukuyama (2018) revealed that Society 5.0 is to build a human-centric society where economic development and solutions to problems can be achieved, and everyone can enjoy a quality life [1]. Thus, if the era of the industrial revolution 4.0 technology is used as a tool to access big data, the era of Society 5.0 is understood as a form of human life that combines data through information technology to encourage increased intelligence of human resources in developing various opportunities that can be

implemented based on the humanities aspect to solve various social problems [2].

At the same time, the coronavirus (COVID-19) surprisingly emerged in Wuhan, China. WHO, in March 2020, officially declared the COVID-19 outbreak, which was initially endemic, become a pandemic because of the rapid scale of its spread to reach the whole world. The COVID-19 pandemic, with all the limited information related to disease specifications, prevention, and handling, inevitably brings significant impacts and changes in human life. The world is forced to enter a complex system with fluctuating and uncertain conditions in all aspects and entities of life, starting from the individual level, small communities, large communities, and organizations, including private sector organizations and the government sector.

Society 5.0, on the one hand, and the COVID-19 pandemic, on the other, created an organizational environment, both private and public, in developed and

developing countries entering an era called VUCA (Volatility, Uncertainty, Complexity, and Ambiguity). The VUCA era emphasizes the characteristics of a rapidly changing environment, diverse human resource needs, and unpredictable stakeholder and market expectations [3]. The VUCA era puts pressure on making every effort to overcome every condition of change and shape the transformation process [4]. The main goals for any organization in the current scenario are survival, well-being, and effective management by human resources, so human resources engaged in human and work environment management play an essential role [5]. In the public sector, the organization's primary goal is effective management and continued delivery of public services for the community. Human resource management must overcome the barriers associated with this specific environment. In addition, organizational leaders are also required to make decisions and establish policies quickly and precisely and create a discretionary space that allows flexibility and innovation in obeying the law, as is characteristic of bureaucracies and public sector organizations.

The Supreme Court (MA), as one of the pinnacles of judicial power and the highest state judiciary, has tried to build and implement the practice of Society 5.0. MA carries out structured, measurable, and targeted innovations by utilizing technological developments by implementing e-Court applications. E-Court is a court instrument as a service in terms of online case registration, electronic down-payment estimates, online down-payment payments, online summons, and online court proceedings sending court documents (Replica, Duplicate, Conclusion, Answer). The e-Court application was created to improve services where the public will save time and money when registering cases and paying down-payment fees made in multichannel channels or from various payment methods and banks. While a positive value for internal organizations, the implementation of the e-Court application makes archived documents well, can be accessed from various locations and media, and makes the data retrieval process faster.

The implementation of e-Court, which initially showed positive developments, unfortunately, became not optimal when hit by the COVID-19 pandemic. The increasing number of incoming cases, summons and trial services through the e-Court application cannot be overcome by human resources who are also still experiencing limited mastery of the e-Court application. Based on these conditions, the Supreme Court and the judicial bodies under it are required to make quick and appropriate policies related to human resource management because human resources are seen as a vital aspect of the actor driving the application.

The management of human resources has been carried out by the Supreme Court but has not specifically explained that these management policies are carried out to support efforts to realize the era of society 5.0 and anticipate VUCA conditions. In addition, the impression that the Supreme Court is a closed, superior, exclusive institution and challenging to access by the public makes the Supreme Court's policies and efforts less visible and get attention. This paper tries to explain the transformation of judicial human resource management by linking the policies taken and the implementation of these policies with conditions that occurred in the VUCA era and the COVID-19 pandemic. In addition, this paper will also briefly discuss the role of leaders in internalizing the transformation of judicial human resource management so that they can achieve a work culture in the organization.

2. RESEARCH METHOD

This paper tries to explain the practice of managing human resources in the judiciary using a qualitative approach. Data collection was carried out using a literature study approach using books and other literature as the main object. The literature study was carried out using the content analysis method by collecting books, journals, or articles relevant to the topic to be studied, analyzed, and synthesized to answer the issues raised in this paper. Content analysis is carried out on blueprint documents, strategic plans, bureaucratic reform policies, and building integrity zones in MA.

3. RESULT AND DISCUSSION

3.1. Era VUCA

VUCA stands for Volatility, Uncertainty, Complexity, and Ambiguity. The acronym VUCA was coined by US military leaders to describe the reality of the geopolitical situation in the Middle East at that time. At the end of the global financial crisis of 2008, VUCA emerged as the most appropriate and holistic management philosophy in explaining that every new solution needs to be built on its foundations because waiting for the situation to return to normal or Return as everything becomes unreasonable [6].

VUCA describes the situation in today's world where the environment is increasingly volatile and complex with high uncertainty, exceptionally the new normal; changes occur very quickly, which can create chaos in a system if you don't innovate more creatively. [7] explain that aspects of VUCA together result in difficulties in strategic decision-making because of the peculiarities of collecting, sharing, evaluating, and interpreting information in

dynamic contexts, exceptionally when critical decisions are constrained by time demands [8]. Bennett and Lemoine [9] state that VUCA is a concept to determine the definition of a competitive environment concerning the digital economy that can be improved by adopting appropriate technologies to thrive in a changing environment at the right time and stage [10].

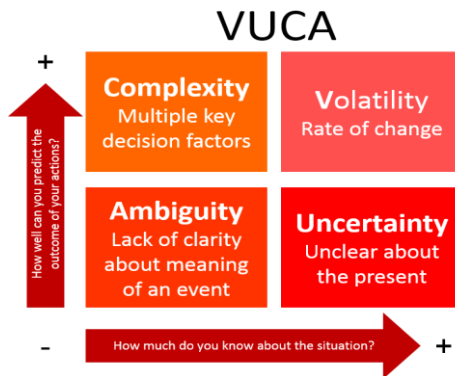


Figure 1. VUCA Matrix [11]

Volatility describes a situation where there are no more activities in the private sector and government in all lines that can be carried out stably due to rapid and constantly changing technological advances and innovations. Volatility is a swift change in various things, such as social, economic, and political [4]. In addition to technology, volatility also refers to rapidly changing information about a situation or event that may not be immediately understood.

Uncertainty describes a situation where nothing can be ascertained in carrying out an activity and a situation full of surprises that can occur at any time. Uncertainty makes a market and industry conditions challenging to understand, predict, and deal with [12]. These situations are a consequence of difficulties in interpreting the events and situations facing the organization at any given time, or even though the causes of an event and their consequences are predictable, it is impossible to predict how they will affect the future of the organization or whether they will be significant enough to require an immediate and proactive response in appropriate resources [6].

Complexity is a situation full of complexity [13]. Bennett & Lemoine [9] say that complexity refers to situations where variables are interrelated and are usually difficult to handle because of their magnitude [10]. According to Gandhi, the complexity of the identity of this element arises because technological developments make communication and information flow faster and smoother, resulting in a multi-layered, interdependent

data network whose unpredictable consequences are difficult to predict [6].

Ambiguity describes a situation where events or reality are mixed, biased, floating, and still being questioned for clarity. Bennett and Lemoine [9] refer to ambiguity as a state of blurring of reality that can trigger misunderstandings in various conditions [10]. This situation not only occurs because of rapid and rapid changes but also because predictions about what to expect are also limited. According to Gandhi, the enlargement of volatility, uncertainty, and complexity simultaneously make ambiguity unavoidable [6].

Public and private organizations cannot escape VUCA with its old ways, systems, and styles. The ability to deal with VUCA conditions has shifted the dominance of two magical words that, for decades, have been the mindset of management in organizations, namely the importance of effectiveness and efficiency [11]. According to the Global Competitiveness Report 2018 [12], the human resource competencies needed in the VUCA era are as follows:

1. Ability to solve complex problems (Complex Problem Solving)
2. The ability to think critically (Critical Thinking)
3. Have creativity (Creativity)
4. Have the ability in HR Management (People Management)
5. Able to coordinate with others (Coordinating with Others)
6. Have emotional intelligence (Emotional Intelligence)
7. Able to consider and make decisions (Judgement & Decision Making)
8. Service Orientation
9. Ability to negotiate (Negotiation), and
10. Have cognitive flexibility (Cognitive Flexibility).

3.2. Competency-Based Human Resources Management (CBHRM)

Competency-Based Human Resources Management (CBHRM) was introduced and developed by Prof. Dr. David McClelland in the United States. The CBHRM approach is a pattern in building a reliable human resource management system by utilizing competence as the central point [14]. Armstrong [15] states that the results of competency analysis are used as information and improvement of performance management processes, recruitment and selection, workforce development, and rewards for employees [16]. Applying this CBHRM model allows organizations to create an integrated management system for all their human resource systems and policies so that each program that

is prepared has the same basis and can support each other to achieve organizational goals.

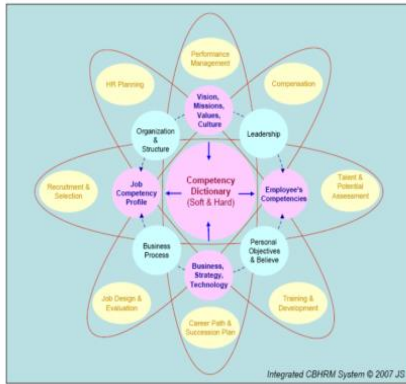


Figure 2. Competency-Based Human Resources Management (CBHRM) Model [16]

Implementing the CBHRM model in Indonesia has four main components: a competency dictionary, competency profiles, employee competencies, and HRM applications. [17] describes three of the four main components as follows:

1. The competency dictionary consists of a series of competencies that will be used as the primary measurement reference to compare the job competency profile with employee competencies.
2. The competency profile contains a list of competencies that distinguishes each competency, including the level/level required or the competency threshold required for each job. Competency profile development is based on job descriptions and a company competency dictionary.
3. Employee competency data can be assessed in various ways, ranging from personal studies, interviews, and questionnaires to the assessment center method by applying many measurement tools carried out by many assessors and involving employees.

Siswanto [18] states that the development of the four main components of CBHRM is carried out by clearly defining the vision, mission, values, culture, and business strategy, as well as job descriptions or business processes to determine the Integrated Competency-Based Human Resource Management (HRM) application (Fabrianti, 2011).

3.3. Supreme Court HRM Transformation

Based on the results of the Organizational Diagnostic Assessment (ODA), the Supreme Court has prepared a transformation plan using the Framework of the Courts Excellence approach, which consists of 7 (seven) "Excellent Judiciary" areas that are divided into 3 (three) groups, namely: driver (director/controller), system and enabler (system and driver), and result (result). Human

resources are part of the system and enabler group because of their vital role as actors that make up the system and drive the justice system. Human resources become a tool for the leadership and management of the judiciary to implement policies, manage facilities and infrastructure, plan, spend and formulate accountability for the use of the budget, and carry out the court's primary function, namely the administration of trials. Therefore, superior human resources are needed to answer the needs and satisfy court users, provide affordable services and create public trust and confidence in court institutions to realize the seven areas of an "Excellent Judiciary."



Figure 3. The Framework of Courts Excellence [19]

The modernization and transformation of the judiciary by the Supreme Court have also changed the business core and process. One of these has implications for changes in the human resource management system. The MA carries out strategic, comprehensive, structured, planned, and integrated planning and renewal steps by implementing a Competency-Based HR Management (CBHRM) system. Competence, a key element in this management system, is understood holistically as a combination of abilities, skills, knowledge, and personal characteristics (personal attributes) that are measurable from the work behavior displayed by a person in carrying out various and carrying out tasks. Authority for which they are responsible. The final expected impact of this management system is a change in the behavior pattern of all judges and judicial apparatus.

The initial step in the practice of CBHRM was carried out by issuing the Decree of the Secretary of the Supreme Court Number 378/SEK/SK/V/2019 concerning Guidelines for the Implementation of Job Analysis within the Supreme Court and the Judicial Body under it. Based on these rules, the Supreme Court reformulates the job competency profile through job analysis. Job analysis produces the required competency profile and behavioral indicators. After the job analysis has been successfully compiled, a workload analysis (ABK) is carried out based on the Decree of the Secretary of the Supreme Court Number 415/SEK/SK/V/2019 concerning Guidelines for Implementing Workload Analysis within the Supreme

Court and the Judicial Body below it. The results of ABK become material for the Supreme Court to determine the number of formations that will be opened in the human resource recruitment process.

Table 1. Number of New Employee Recruitment Formations for the Supreme Court 2016-2021
[19]

| Nama Jabatan | Jumlah Formasi | | | | |
|-----------------------------------|----------------|------|------|------|------|
| | 2016 | 2017 | 2018 | 2019 | 2021 |
| Candidate Judge | 1681 | - | - | - | - |
| Candidate for Alternate Secretary | 200 | - | - | - | - |
| Session Material Analyst | 178 | - | - | - | - |
| Case Data Manager | 122 | - | - | - | - |
| Judicial Case Analyst | - | - | 325 | 355 | 1540 |
| Apparatus Human Resources Analyst | - | - | 390 | 26 | - |
| System and Network Manager | - | - | 184 | 155 | - |
| The First Expert Computer System | - | - | 53 | 497 | - |
| First Expert Staffing Analyst | - | - | 100 | 3 | - |
| Skilled Computer Administrator | - | - | - | 15 | - |

Furthermore, MA made changes to the pattern of human resource recruitment. In the past 3 years, the recruitment was mostly done for forming technical positions, such as Candidates for Judges and Candidates for Substitute Registrars. Apart from being the result of ABK, the formation of human resources is prepared as a manager of technology-based innovation in preparing the integration of services and data built by the Supreme Court to face the era of society 5.0.

After changing the recruitment pattern, the Supreme Court tries to ensure that existing human resources must have superior competencies. As explained above, human resources with the competencies needed in the VUCA era can only be achieved when organizations and human resources are willing to make changes, adaptations, adoptions, and transformations. Hendrarso [12] explains

that organizations will survive the VUCA era when human resources have the skills to think critically and solve problems, be creative and innovative, communicate and collaborate, search, manage and convey information, and are skilled at using information and technology. This has implications for a coaching system that includes increasing capabilities/skills and developing a rotation, transfer, and career development system.

The Supreme Court, through the Research and Development Agency for Legal and Judicial Education and Training of the Supreme Court, which has a function as knowledge management to create a knowledge-based organization, take policies to increase capabilities/skills by making changes to the education and training system. Changes are made starting from the percentage of training for more and more diverse non-technical personnel, more actual, adaptive, and sustainable materials, as well as the direct and virtual implementation that can be accessed from the workplace. The Management and Leadership Education and Training Center (Menpim), which organizes education and training activities for non-technical personnel, offers various training series to increase soft and hard competency. Currently, a series of intensive non-technical training programs that are being offered are related to Business Data, Processing Applications, Networking, Database Administration, Programming and Management, and Security systems.

Renewal of the management system through CBHRM was also followed by reform of the remuneration system. The remuneration system initially only referred to the type of position and rank/class but was transformed by referring to the class of position and performance. The Decree of the Chief Justice of the Supreme Court of the Republic of Indonesia Number 209/KMA/SK/VIII/2020 concerning the Determination of Class Positions for Employees within the Supreme Court and the Judicial Body under it sets the lowest office class at grade 3 and the highest at grade 17. The amount of remuneration for each grade determined through the Decree of the Chief Justice of the Supreme Court of the Republic of Indonesia Number 210/KMA/SK/VIII/2020 concerning Adjustment of Performance Allowances based on Class of Position of Employees within the Supreme Court and the Judicial Body under it. Meanwhile, the performance, which is the basis for calculating the amount of remuneration for each employee, is regulated through the Decree of the Secretary of the Supreme Court of the Republic of Indonesia Number 578/SEK/SK/VIII/2020 concerning Technical Instructions for the Implementation of Employee Performance Assessment within the Supreme Court and the Judicial Body under it. Based on these regulations, all employees must make an Employee Performance Assessment Report (PKP) every month to be assessed by their immediate supervisor. The

assessment results are then inputted into the KOMDANAS Application, which will be integrated with discipline data and employee attendance to determine the number of deductions on remuneration.

The performance-based remuneration system implemented by the Supreme Court directly impacts changes to the promotion, demotion, and transfer system. In addition to the main requirement, namely innovation which is used as a flagship project, the Recapitulation of the Employee Performance Assessment Report (PKP) with a minimum value of "Good" is one of the administrative requirements for employees to be able to take the fit and proper test in structural and functional positions. Meanwhile, the Recapitulation of the Employee Performance Assessment Report (PKP) with a minimum value of "Less" or "Poor" becomes the basis for evaluation for determining demotion. Likewise, the system applied to the mutation pattern.

On the other hand, the performance-based remuneration system is also integrated into the reward and punishment system. The Supreme Court tries to integrate it as a monitoring mechanism and accountability to create and ensure that every human resource brings out its competencies and potential. Rewards are given at the discretion of each leader. Meanwhile, punishment is given based on regulations related to discipline, from the lightest form of verbal warning to the most severe form of dishonorable dismissal.

Efforts to create human resources to face the VUCA era will be wasted if they are not incorporated into a system that is internalized into the organizational culture. The organization's leadership again plays a crucial role in this stage, not only as a shaper but also as a role model. In public sector organizations, leaders must be able to create systems and implement these efforts based on fairness and equality in an era full of uncertainty, changing conditions very quickly, and changing work targets according to the needs of stakeholders who are also moving [11]. While in the role of a role model, organizational leaders must be able to be role models and guidelines as well as educate the human resources they lead to adapt and follow the system that has been formed.

The Supreme Court realizes that apart from being embedded in an integrated system, policies and transformation efforts need to be promoted and educated to create a change in mindset and culture (work culture). Promotion and education in facing the VUCA era will not succeed if it is only stated in written rules on paper, as well as mere appeals and instructions. The Supreme Court believes this giant project will be more effective if it is presented with guidelines and examples. Direct links, both by the leadership and the apparatus, are considered capable of providing motivation and inspiration. Therefore, the Supreme Court establishes a policy of role

models and agents of change whose implementation follows the conditions and internal policies of each Director-General of the Judiciary Agency (General, Religious, Military, and Sharia Courts).

The Directorate General of the General Judiciary Agency, as one of the MA Sub Units which is the highest parent for all District Courts in Indonesia, stipulates the Decision of the Director-General of the General Court of Justice Number 1467a/DJU/SK/KP.02.1/6/2018 concerning Guidelines for Selection of Change Agents as Role Models at the Court of First Level and Court of Appeal as the initial basis for implementing the role model. The policy is expected to be able to change the mindset and culture set of employees in the Directorate General of the General Judiciary Agency and the work units under it to achieve increased integrity and performance of the bureaucracy. Integration, in this case, means commendable behavior, not corrupt, disciplined, and full of dedication. Meanwhile, high performance means a high work ethic, professionalism, and achieving the set performance targets.

The practice of role models in its development continues to be evaluated and refined until finally, the Decree of the Director-General of the General Judiciary Agency Number 1389/DJU/SK/KP.02.1/6/2021 concerning the Renewal of Guidelines for Determining Role Models and Agents of Change in the Directorate General of the General Judiciary Agency is issued and Units under it. Based on these regulations, a separation is made between role models and change agents. Role models originating from the leadership level act as a driving element and an example in behavior, while change agents from individuals and groups from the leadership level to employees play a role in driving changes in the organization following the values adopted.

Individuals who will be designated as role models and agents of change must meet criteria including 1) not undergoing disciplinary punishment, 2) obeying disciplinary rules and codes of ethics and being consistent with law enforcement, 3) being able to have a positive influence on the organizational environment, 4) being responsible for each assigned task following the field of duties and functions, as well as 5) innovative and proactive related to the implementation of the functions and efforts to improve the quality of the implementation of Bureaucratic Reform. In addition to these requirements, specifically on the role model as the interpretation of leadership elements, it must also have characteristics, namely 1) having a firm stance, 2) being honest, 3) being fair, 4) being intelligent, 5) being able to be calm under any conditions, 6) good communication, 7) be responsible, 8) inspire, 9) have confidence, and 10) have empathy. These criteria and characteristics, consciously and unconsciously by MA, have almost

covered all the characteristics needed by human resources in dealing with VUCA. Therefore, the selection process and assessment of superior human resources to serve as role models and agents of change are integrated to support the promotion, reward, and bureaucratic reform system and prepare judicial human resources in the face of VUCA and the era of society 5.0.

In all policies and efforts to transform human resource management, the Supreme Court is aware that they still have shortcomings and limitations. However, the Supreme Court strives to continue to build and prepare itself to become a preeminent institution. Evaluations and improvements continue to be carried out in all lines, both at the central and first levels, to provide services that answer the needs of a multigenerational community. In addition, the Supreme Court also seeks to change perceptions and restore public confidence and trust. The Supreme Court wants to restore the dignity of a tremendous judicial institution that can provide justice to all justice seekers.

4. CONCLUSION

The Supreme Court faced VUCA by drawing up a change plan using the Framework of Courts Excellence approach. Modernization and transformation, especially in the human resource management system, are carried out in a strategic, comprehensive, structured, planned, and integrated manner by implementing a Competency-Based HR Management (CBHRM) system. CBHRM is carried out starting from reformulating job competency profiles, recruitment, and developing human resource competencies, remuneration systems, and reward and punishment systems to promotions, demotions, and transfers. The Supreme Court has also implemented a policy of role models and agents of change as promotion and education efforts to create changes in mindset and culture set (work culture). The policy is integrated to support the promotion, reward, and bureaucratic reform system and prepare judicial human resources to face the era of society 5.0.

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