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Adaptation of Digital Military Leadership in PT PAL Indonesia (Persero)

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ABSTRACT. Changes related to the industrial revolution 4.0 are indeed a challenge for mankind to adapt to technology. This study discusses the industrial revolution 4.0 related to the adaptation of military leadership in the PT. PAL (Persero). Based on the theory of leadership in the private (civil) and military sectors, there are differences in the character of their leadership, where military leadership tends to be transactional and private leadership tends to be modern.

This study has a specific target to find out how to adapt military leadership to changes in digital leadership patterns within the organization to support national defense and to find out what sectors within the TNI must transform to the industrial revolution 4.0. And how is the digital leadership strategy in the organization of PT. PAL (Persero).

The research method used is qualitative research where primary data collection is done by interview, observation, and secondary data derived from literature studies and researching facts and data in the field from various publications in the form of books, journals, mass media, and social media related to the object study. Data analysis technique by following the stages of thematic analysis compiled by Braun and Clarke (2006).

Keywords: adaption, defense, digital leadership, Indonesian National Armed Forces, military leadership.

I. INTRODUCTION

The management of the national defense system is one of the functions of the state government aimed at protecting national interests and supporting national policies in the field of defense. In managing the national defense system, the President determines the general policy of national defense, which is further elaborated in the policy on the implementation of national defense which is determined by the Minister of Defense. The policy of implementing national defense which is valid for five years becomes a reference for the Ministry of Defense and the Indonesian National Armed Forces(TNI) to organize the national defense. In the context of the implementation of national defense each year, the Minister of Defense determines the national defense policy.

The state defense policy in 2021 is a follow-up to efforts to achieve the policy targets set out in the 2020 National Defense Policy. The ongoing policy targets will be continued, including the policy for the formation of reserve components and structuring of supporting components, the policy of developing TNI posture, the realization of a defense area that is relying on large islands, development of a decentralized logistics system, and strengthening of defense in strategic straits. However, along with the prediction of the emergence of various threats as a result of the development of the strategic environment, policy objectives were added. Globalization is one of the references in setting policy targets, various things can emerge from globalization in the form of impacts, both threats, and positive potentials.

Globalization has entered a new era called the Industrial Revolution 4.0. The Fourth Industrial Revolution means that the world has experienced four stages of the revolution, namely: 1) Industrial Revolution 1.0 occurred in the 18th century through the invention of the steam engine, thus allowing goods to be mass-produced, 2) Industrial Revolution 2.0 occurred in the 19th-20th centuries. through the use of electricity which makes production costs low, 3) Industrial Revolution 3.0 occurred in the 1970s through the use of computers, and 4) Industrial Revolution 4.0 itself occurred in the 2010s through intelligent engineering and the internet of things as the backbone of human movement and connectivity. and machine.

The problem of readiness to move to Industry 4.0 Indonesia lies in human resources and equity, some

industrial sectors in Indonesia are still not close to Industry 4.0, for example in the agrarian industry, there are still farmers using hoes, although some areas of farmers have entered Industry 4.0, not all farmers master computers. Another problem lies in a large number of Indonesians who do not have adequate human resources because it is estimated that the entry of this industry will cut human labor with low human resource capabilities and possibly increase the unemployment rate.

The government's way of dealing with this is starting from the development of infrastructure for equitable distribution in various sectors and revamping the education curriculum to deal with the development of this industry. In addition, it is necessary to pay close attention to information security, security in cyberspace, and security in computer networks, related to data and information, to achieve organizational goals, privacy, and convenience of service users in the Industrial 4.0 era.

Industry 4.0 is not only adapted and implemented by the public and private sectors but adaptation to industry 4.0 must also be carried out in the defense sector, in Indonesia this is the role of the TNI. Changes in the military sector following industry 4.0 need to be carried out both in terms of human resources or personnel and aspects of military equipment or defense equipment. According to the world's leading consultant Deloitte, Industry 4.0 can increase the level of military operational readiness. Advances in Industry 4.0 technology greatly help national defense organizations improve their readiness and effectiveness. Various defense equipment and supporting military infrastructure have now been implemented and supported by Internet of Things (IoT) technology and Big Data technology. The pillar technology of Industry 4.0 is very helpful in planning military tasks, military operations, and the effectiveness of a country's military budget.

The role of the military in public affairs is quite important, considering that the military relies on leaders, not managers, program directors, or supervisors to get the job done. So, culturally, leadership is important and a mainstay of the military. The military emphasizes the importance of leadership and seeks to develop leaders through formal education, operational assignments, and self-development. The military is unique in that it is a large and diverse organization that plays a key role, both in the country and in the world. It is a traditional hierarchical institution that finds itself in an uncertain and unstable environment that carries out a mission with very high consequences. In Indonesia, based on Law No. 34 of 2004, the TNI carries out a national defense policy to uphold state sovereignty, maintain territorial integrity, protect the safety of the nation, carry out military operations for war and military operations other than war, as well as participate actively inactive in regional and international peacekeeping tasks. In the process of carrying out its role for the defense of Indonesia, the TNI produces leaders who are strong and have the potential to gain roles in public leadership.

There is a great demand from the defense sector to be able to follow the development of industry 4.0, to encourage manufacturers of defense equipment to provide and produce defense equipment that accommodates the latest technology. In Indonesia, one of the defense equipment manufacturers is PT PAL, which supplies ships with a defense function to the Indonesian Navy. As a supplier, PT PAL must be able to follow and participate in digital transformation by the demands of the latest defense technology.

PT PAL Indonesia (Persero) is a State-Owned Enterprise engaged in the shipbuilding industry. The head office and shipbuilding industry are located in Surabaya, East Java, with the main activities of producing warships and commercial ships, providing ship repair and maintenance services, as well as general engineering with certain specifications based on orders. To produce quality Alpalhankam such as combat vehicles, tactics, tanks, ships, weapons, and helicopters requires mastery of reliable technology. Therefore, HR (Human Resources) plays an important role in the success of a job.

Along with that, PT PAL Indonesia (Persero) as a State-Owned Enterprise engaged in the shipbuilding industry requires quality human resources to master maritime technology and can be adaptive to changes in industry 4.0. This is one of the reasons for the recruitment of military personnel, especially the Navy who has retired from duty. This is important because by recruiting retired TNI personnel, PT PAL can have an additional perspective when building a ship with a defense function from the point of view of a user with military experience.

Taking into account the importance of the quality of warships produced by PT PAL Indonesia (Persero) used by the Indonesian Navy to maintain the sovereignty of the Republic of Indonesia, and the existence of retired military leaders assigned to PT PAL, the researchers are interested in analyzing how the military leadership is faced with digitalization and how is the digital military leadership strategy at PT PAL Indonesia (Persero) which plays an important role in supporting the national defense.

At this time PT PAL INDONESIA (Persero) has mastered the production technology of components supporting the power generation industry and offshore construction. This capability will continue to be upgraded to the level of modular and EPCIC capabilities. Products that have been worked on include: Steam Turbine Assembly up to 600 MW, Balance of Plant and Boiler Components up to 600 MW, Compressor Module 40 MW, Barge Mounted Power Plant 30 MW, Pressure Vessels and Heat Exchangers, Generator Stator Frame up to 600 MW, and Wellhead Platform up to 3000 tons.

In this regard, Industry 4.0 is the name of the latest trend of automation and data exchange in factory

technology. The term includes cyber-physical systems, the internet for everything, cloud computing, and cognitive computing. Industry 4.0 produces "smart factories". Within a modular structured smart factory, cyber-physical systems monitor physical processes, create virtual copies of the physical world, and make decisions that are not centralized. Through the Internet for everything (IoT), cyber-physical systems communicate and cooperate and humans simultaneously. Through cloud computing, internal and cross-organizational services are provided and utilized by various parties in the value chain.

PT. PAL, which is already engaged in technology, has a great opportunity to go further in the industrial era 4.0 with adaptations that can be made to leadership that has military and digital characteristics.

II. LITERATURE REVIEW

The implementation of national defense is aimed at safeguarding and protecting state sovereignty, territorial integrity, and the safety of the entire nation. National defense for the Indonesian people is structured in a universal defense system, not aggressive and not expansive to protect national interests. The resolution of problems related to and affecting national defense is carried out by prioritizing diplomacy strengthened by modern military forces. Responding to every dynamic, Indonesia actively encourages global partnerships, promotes the spirit of togetherness, and creates a dynamic balance, namely a condition marked by the absence of dominant state power in a region. This is done based on belief as an opportunity for increased cooperation and partnership in building defense forces for the progress of a country.

Indonesian defense is structured in a universal defense system to achieve national goals. Universal defense is essentially a defense that involves all citizens according to their roles and functions. The involvement of every citizen is based on a love for their homeland that is oriented towards common goals in realizing national interests, including Government policies related to the PMD concept which includes maritime defense. The essence of national defense is a guide for every citizen to be able to understand it which includes national goals, national interests, the nature of national defense, the state defense system, the function of state defense, and the basic principles of implementing national defense.

Leadership for Organizational adaptation

Contingency theory assumes that appropriate leadership actions are determined by the situation or context of each. Therefore, leaders are required to analyze certain situations and respond to them. Today's leadership scholars often distinguish two main sets of behaviors, or leadership styles, which are labeled transactional and transformational leadership. Transactional leaders use the concepts of reward and contingent management by exception to motivate their followers, with whom they engage in exchange relationships. They define tasks and goals and establish rewards, whether psychological or material, thereby establishing desired follower behavior. Next, they correct follower behavior towards target achievement, for example through feedback.

Transformational leaders, on the other hand, show enthusiasm and question the status quo, and change individual desires in line with the overarching goals of the organization. While early proponents of this conceptualization described transactional and transformational leadership as two ends of the spectrum, more recent research suggests that they are distinct, not mutually exclusive dimensions. Díaz-Sáenz and Bass and Bass further show that the strength of transformational leaders lies in dealing with uncertainty and overcoming adversity, whereas transactional leaders thrive in a stable environment. Being intellectually stimulating and encouraging individuals to think outside the box, transformational leaders are also often associated with the development of creativity and innovation. However, because of our modern and highly complex world, the traditional hierarchical approach of linking organizational performance to individual leaders is seen as oversimplified. These leadership theories increasingly fail to explain the complexity of leadership in practice, because they emphasize too much unidirectional influence processes and pay attention to reciprocal, dynamic, distributed, and contextual aspects.

Lopez-Cabrales and other researchers have found that combining and balancing transactional and transformational leadership increases managers' ability to develop dynamic capabilities. This makes assessing one of these leadership styles separately an attempt that fails to capture the full potential of the influence of individual leadership styles on dynamic abilities. Other schools of leadership research thus reject this assumption of hierarchical leadership, violating the notion that leaders have an innate capacity to lead the destiny of organizations. They regard leadership as a phenomenon that arises from social processes and individual interactions within organizations and suggest shared, distributed, collective, or horizontal views of leadership. In this context, ambidextrous leadership suggests creating conditions for employees as well as leaders at all hierarchical levels to be able to simultaneously switch between exploiting existing and exploring future capabilities for the organization to adapt. The creation of ambidextrous capabilities, however, as Zimmermann finds, may not only be ascribed to senior executives but also emerge from the ground up, by managers and front-line employees.

Thus, they capture the idea of distributed leadership. Thus, ambidexterity itself is considered a fundamental dynamic capability. Although the concepts of ambidexterity and ambidextrous leadership have been researched for nearly two decades, there is still no consensus on how organizations can manage the balance between exploration and exploitation. A more concrete approach is needed to operationalize the theoretical construct of ambidexterity into practical leadership actions. To integrate various theories that capture organizational adaptabilities, such as dynamic capabilities and ambidexterity, Uhl-Bien and Arena recently developed a conceptual model of leadership for organizational adaptability.

They describe a different set of leadership behaviors: entrepreneurial leadership, which seeks to create new things, and operational leadership, which is concerned with day-to-day business efficiency. This is similar to the idea of opening and closing leader behavior. However, breaking the prevalent dichotomous theory, Uhl-Bien and Arena (2018) propose enabling leadership as the third type of leadership, bridging the first two.

Figure 2. 1 Leadership model for adaptive organizations
(Source: Uhl-Bien and Arena, 2018)

Adaptive Leader

The shift in the organizational environment as described in the previous section requires adaptive strategy and organization, which in turn requires an adaptive approach to leadership. Adaptive leaders create conditions that enable a dynamic network of actors to achieve common goals in an uncertain environment. According to Heifetz, leadership is a simultaneous activity to move people to adapt to challenging realities or problems. On the way, a leader will face various kinds of problems that can be categorized into typologies, namely technical and adaptive problems. Actualizing adaptive leadership is not easy, if mapped, there are two challenges of adaptive leadership, namely the problems faced (external) and the situation from within the internal leader. Adaptive leadership is very relevant in dealing with crises because adaptive leadership involves four important aspects, namely (1) Anticipating future needs, trends, and choices (2) Articulation, future needs to build mutual understanding and support for acting. (3) Adaptation encourages continuous learning and adjustments to responses as needed (4) Accountability includes transparency in the decision-making process and openness to challenges and feedback. Furthermore, there are five general principles to guide this type of adaptive leadership, namely: (1) Ensure fact-based learning and adaptation (2) Test saturation of existing theories, assumptions, and beliefs. (3) Simplify the decision-making process (4) Increase transparency, inclusion, and accountability (5) Mobilize action.

Adaptive leadership includes two dimensions, namely "Doing Agile" and "Being Agile". Doing Agile means that leaders have an understanding of strategic agility from a business perspective and specific principles and practices to help build organizations. agile so that it can overcome business turbulence. Agile leaders must pay attention to quality aspects, simplify work, inspire emotional bonds and provide value meaning in each project to achieve business goals, namely agility, profitability, market share, and customer satisfaction. The second dimension of adaptive leadership is “Being Agile”, which is based on values and principles, requiring leaders to be aware of how practices such as continuous learning and a sustainable agility mindset come together to create highly responsive organizations.

Based on the explanation above, it can be concluded that adaptive leadership must get support from all stakeholders and cannot rely on one person alone. It takes a team that is willing to support this leadership direction. With the characteristics of adaptive leaders who are also supported by agile teams, organizational culture and organizational values will be created that are in line with the current changing times. Thus, the creation of an agile organization is a necessity. Agile organizational forms have a high level of urgency, especially in the current era of adapting new habits because organizations can continue to survive by continuously innovating. In the next chapter, an overview of an agile organization will be explained.

Leadership Agility

Organizational Agility is formed from a group of teams that are oriented to the values of the organization's human beings who demonstrate a fast learning and decision-making process, utilize technology, and are based on a commitment to shared goals to create value for stakeholders.

Organizational agility requires a system that is not rigid and adaptive to change. A dynamic system will enable the organization to be flexible and responsive to emerging opportunities and challenges while maintaining stability with tenacity, reliability, and efficiency in the implementation of work processes. Therefore, an agile organization is designed not only to focus on stability but also to focus on dynamism. The agile approach is not only able to accelerate beneficial growth for the organization but also creates a new generation of potential and skilled.

Organizations are created as a place or place for people to gather, work together rationally and systematically. Organizations can be found anywhere, from organizations in schools such as OSIS or BEM, organizations at the village level such as Karang Taruna to international organizations between world countries such as ASEAN or the United Nations.

As long as it fulfills the organizational elements and has the same goals, then it can be said to be an organization. With so many organizations in this world, even around us, ranging from small to large organizations, of course, these organizations have different goals. Given that organizations are now also faced with the reality of a generation gap, a system is needed that can accommodate the potential of the younger generation to prepare them as leaders, while also providing space for the senior generation to continuously transform in the face of uncertain times. Therefore, designing an agile organization must be realized immediately.

Leadership in organizational agility requires typical leaders who serve the people in the organization, empower and develop them. Leaders in organizational agility are visionaries, architects, and coaches, they are not just planners, directors, and controllers. Leaders focus on the most relevant competencies so they can lead, collaborate, and deliver extraordinary results. Such leaders are catalysts that motivate people to act in a team-oriented manner and to engage in making strategic and organizational decisions that will affect them and their work. Leadership or Shared Leadership and Servant Leadership. The leadership characteristics referred to in the previous paragraph are part of the adaptive leadership character. This can be seen based on the main focus of shared and servant leadership, namely empowering and developing talent. In supporting this, a leader must have the right sensitivity and intuition to developments and changes that occur so that the organization can always be responsive. This can be carried out with the support of team members within the organization who are always prepared and innovate continuously, with the assistance of an adaptive leadership model.

III. METHOD

This research was carried out at PT PAL, a company that supplies defense equipment to defense institutions in Indonesia, the TNI. It is hoped that insight will be obtained from the interviewed leaders so that the military digital transformation process that is being carried out can be described in the form of a model.

The selection of sources in this study used purposive and convenience sampling. Researchers determine and seek information regarding leaders at PT PAL who have military backgrounds. The researcher then looks for a gatekeeper or key informant who can refer his colleague to be a resource person, so the number of informants will roll over (*snowball).*

The data collection technique used in this study uses in-depth interviews, where the researcher will ask questions that encourage informants to be able to tell stories and express their experiences in leading institutions that supply defense equipment.

The data analysis technique in this study used thematic deductive analysis. Deductive thematic analysis or 'theoretical' thematic analysis is a form of thematic analysis with a theme that has been previously determined by the researcher. Themes can be derived from the theory developed by the researcher in the research design. This study uses a deductive thematic analysis because the researcher arranges the research theme based on the concepts that have been previously defined in the study. To facilitate the process of codification and analysis in this study.

IV. RESULT AND DISCUSSION

PT PAL Indonesia (Persero) is one of the strategic industries that produce the main tools of the Indonesian defense system, especially for the marine dimension, its existence certainly has an important and strategic role in supporting the development of the national marine industry. The establishment of PT PAL Indonesia (Persero) began with a shipyard called MARINE ESTABLISHMENT (ME) and was inaugurated by the Dutch government in 1939. During the Japanese occupation, the company changed its name to Kaigun SE 2124. After independence, the Indonesian government nationalized this company. and changed its name to Upgrading the Navy (PAL). Then on April 15, 1980, based on Government Regulation Number 4 of 1980, the status of the company PT PAL Indonesia (Persero) changed from a Public Company to a Limited Liability Company.

The role of PT PAL Indonesia (Persero) is getting stronger after the issuance of Law no. 16 of 2012 concerning the defense industry in which strategic SOEs are given a wider space. Based on the law, PT PAL

Indonesia (Persero) professionally carries out the mandate as well as the obligation to play an active role in supporting the fulfillment of the needs of the marine defense equipment and acts as the main guide (lead integrator) of the marine dimension.

By the initial purpose of its establishment as a center of excellence for the national maritime industry, PT PAL Indonesia (Persero) has proven its reputation as a major force in the development of the national maritime industry. To strengthen the foundation for the development of the maritime industry, PT PAL Indonesia (Persero) always works hard to convey and disseminate knowledge, technology, and skills to the wider community regarding the national maritime industry.

This effort by PT PAL Indonesia (Persero) is a big step for Indonesia to enter the global defense industry. With its position as the main guide for the marine defense equipment system, in the future PT PAL Indonesia (Persero) will continue to improve its ability to be able to play a role in Driving Synergy to Global Maritime Access. This important role of PT PAL Indonesia (Persero) will bring the Indonesian maritime industry to the fulfillment of the global maritime market. PT PAL Indonesia (Persero) is located in Ujung, Surabaya. Its main business activities include:

1. Manufacture of warships and merchant ships.
2. Provide ship repair and maintenance services.
3. General engineering with specific specifications based on the client's requirements.

Currently, the capability and quality of the design of PT PAL Indonesia (Persero) have been recognized by the international market. The ships produced by PT PAL Indonesia (Persero) have been navigating international waters around the world. As a shipbuilding company with more than three decades of experience, PT PAL Indonesia (Persero) together with 1,300 employees, has mastered the development of various quality products.

Digitization at PT. PAL Indonesia (Persero)

We cannot avoid the Industrial Era 4.0, where the effects are already starting to be felt. Indonesia will lead to Indonesia 4.0 so that it demands to experience a change and that change must be faced openly. Industrial digitization and sustainable technology-based innovation must be positively addressed and supported. To that end, the Indonesian government has designed Making Indonesia 4.0 as an integrated roadmap to implement several strategies in entering the industrial era 4.0.

PT PAL Indonesia has shown its readiness to enter the Industrial Era 4.0, as evidenced by the implementation of synergy and collaboration between competent human resources with mastery of technology in shipping and general engineering in carrying out its business processes. This can also be seen through the quality of the products produced, where PT PAL has won the trust of various developed countries that have ordered PT PAL's products. PT PAL has now exported ships to several countries in America, Africa, Europe, Asia, and Southeast Asia. PT PAL (Persero) as a state-owned enterprise that initially only served as a shipyard, is currently transforming the process of converting PT PAL (Persero) into a maritime industry, similar to other maritime industries in the world.

PT PAL (Persero) transformed by starting to implement the industrial 4.0 system called Indonesian Maritime 4.0. The system is not only in the realm of digitization, but almost all units of PT. PAL (Persero) will control all points, starting from personnel to machines that will be controlled in real-time.

To support PT PAL (Persero) towards Indonesian Maritime, PT PAL (Persero) has collaborated with the National Research and Innovation Agency (BRIN). In this case, BRIN will support through personnel from within the country and abroad to jointly develop the maritime industry. Then PT PAL (Persero) plans to become the coordinator of almost all shipyards in Indonesia so that all of them apply the same system and can compete. PT PAL will also coordinate almost all shipyards in Indonesia to implement the same system so that it is hoped that shipyards in Indonesia will not only be good at home. The hope is that with a system like this they will be able to compete abroad.

Adaptation of Digital Military Leadership in Supporting National Defense at PT. PALIndonesia

In the 4.0 era where PT PAL as a defense industry produces defense tools for the benefit of national defense that cannot be separated from technology, the leader, in this case, is very important because it is related to global demands whose goals are speed, efficiency and accuracy in making decisions with the help of digital equipment because, in the industrial era 4.0, it involves an artificial intelligence (AI) system, both in the decision-making process and in the production process.

The implementation of National Defense is guided by the universal people's defense and security system (Sishankamrata) by involving all citizens, regions, and other national resources. Sishankamrata was prepared early by the government and carried out in a total, integrated, directed, and continuous manner to uphold state sovereignty, territorial integrity, and the safety of the entire nation from all threats by taking into account aspects of the development of the strategic environment. The dynamics of the development of

the strategic environment have created an increasingly complex spectrum of threats and has implications for national defense, one of which is the development of industry 4.0 which has both desirable and undesirable impacts on companies, in this case, PT PAL in supporting the national defense.

The Industrial Revolution 4.0 has driven the emergence of various technologies, platforms, and digital infrastructure that have changed the way people live and work. Organizations from the private and public sectors and almost all industries have been encouraged to explore and often have no choice but to adapt to the role of industry 4.0. The global Industry 4.0 pattern comes by providing changes to leadership, social, legal, and economic patterns.

In general, leadership is an aspect that must adapt and make changes to every industrial development that occurs. Leadership shows the phases or leadership styles for any changes in the Industrial Revolution. The first industrial revolution, charismatic leadership is concerned with how leaders act and move an organization through actions and personal characteristics. The second industrial revolution was strongly shaped by scientific management, in which leaders assumed a top-down style, while they could be characterized as directive leadership.

For the third industrial revolution, leadership is characterized by relational leadership, considering that the third industrial revolution transformational leadership theory is also characterized by transactional leadership which is more carried out and recognized by the achievement of followers' goals. Leadership in industry 4.0 requires more than just transformational leadership, but also requires specifications that are more focused on science and innovation.

Digitization as an illustration of industry 4.0 has turned out to be and already exists in the program of PT. PAL implementation has been adjusted, Leaders follow developments even though they do not carry out directly or practice the implementation of digitization but still have to understand digitization at PT.PAL. With digitalization now, leaders also guide and know what and how the process of running the program in PT.PAL's body, especially in the fast-paced digitalization era.

Adaptation as fellow directors at PT. PAL the most important thing is coordination, regarding the activities to be carried out. Leaders must be able to bridge and synchronize between the Navy and PT. PAL.

Readiness to lead in the public sector, in particular, there is no briefing or readiness, but the placement is seen from previous service placements, meaning that the Navy does not prepare special schools, especially at the managerial level, except for the operational level there is skill provision to prepare non-commissioned officers or first officers. for non-military service. However, for the managerial level, there is no special preparation, then the placement is based on the service that has been studied so far, making the basis for placement at PT. PAL.

Digital Military Leadership Strategy at PT. PAL

Digitization program at PT. PAL has been following developments. If the home-based TNI AL was made, then the equipment from PT. PAL was adjusted, in its development, there was already prepared for digitization. Most of the personnel are also by their experience with the current digitalization era. Because of PT.PAL has a relationship with the Ministry of Defense, thus there is more defense equipment for military technology that is put forward, Leaders must always be able to read the situation of the development of the required military defense equipment. Currently at PT. PAL is currently building 2 units of hospital ships for Fleet I and III, the next one will be added for Fleet II, so related to this, a very large digital military leadership strategy is needed.

As a leader, you must invite and foster to run this program to be better because the digitalization program is very much needed. As military leaders, we have to keep up with technological developments, regardless of military or not. For Navy personnel who will be assigned outside, it is also better to be prepared with the latest digitalization supplies, of course, it will be better, and the higher-ups will adjust and have to be there earlier. If the user with PT.PAL cannot communicate well, especially in the field of technology, various difficulties will be found later.

There should be a briefing before being placed in PT.PAL so that there is a picture for the activities to be carried out because I, based on KASAL's orders, replaced the previous leader with a general description such as a memorandum. In general, prospective leaders of PT.PAL undergo an educational process, which is not instant, the educational process is carried out to occupy certain positions with certain leadership. Starting from the Navy or PK, they get education and leadership experience but are not directly related to the public sector. So the leadership we get is based on the knowledge gained and leadership cannot be separated from the educational process. The new organization was named the Naval Technology Division at PT. PAL, this division under PT.PAL as a warship builder, in its leadership, has obstacles, including the condition of its subordinates who have not received the competence for digitalization work.

To respond to this, the method used is to provide teaching so that it can follow the current era, digitalization technology, although not yet at the equipment installation stage as the development process is at

the managerial stage. The strategy that can be done as a leader in the digital era at PT. PAL is to increase the excavation and collection of data, knowledge, and other sources that can support such as the current paperless system that is already running. Opening up more and more knowledge, and in the future, there are plans for quite a lot of additional ships with sophisticated technology which as a leader must also study its development so that when there is the procurement of goods it can run smoothly. Personnel constraints do need to be resolved, especially for senior and retired personnel, because there are demands for innovation to add personnel or human resources needed for the progress of PT. PAL forward.

V. CONCLUSION AND SUGGESTION

In an environment that is changing so rapidly, a leader is required to always be able to monitor and see all these changes. Any changes that occur will affect the process of achieving the goals that have been set previously. We cannot resist change, we can only anticipate and follow the change. A leader is not only required to be able to see the future, make a plan (road map) of the organization but also must be able to behave that supports the achievement of the plan.

There should be debriefing for prospective leaders before being placed in PT.PAL so that there is an overview of activities that will be carried out outside of the superior's orders (e.g., KASAL) to replace the previous leader with a general description such as a memorandum.

As an important point in digital military leadership at PT. PAL is the change in the user mindset to a production mindset.

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