STRATEGIC LEADERSHIP IN BUILDING NATIONAL CONSENSUS TO SUPPORT SUSTAINABLE DEFENSE INDUSTRIAL DEVELOPMENT

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***Abstract**: Sustainability in the defense industry is an increasingly important concept with growing awareness of the environmental impacts of military activities and weapons production. Various studies of sustainable defense industry development have highlighted the importance of strategic policies, technological innovation, and economic frameworks to foster national defense independence. This study aims to discuss the role of strategic leadership in building national consensus to support Sustainable Defense Industrial Development. This research is supported by a strategic leadership theory approach, change management from the perspective of Kotter's eight-step model based on qualitative methods. The qualitative content analysis technique used a three-step method. By systematically following Kotter's eight steps, Indonesia has significant potential to build a national consensus on developing a sustainable defense industry. In this context, the government, private sector, and civil society must collaborate in formulating policies that not only focus on increasing defense capacity but also address the environmental impacts of these industrial activities. By integrating sustainability principles into its defense industry development strategy, Indonesia can ensure that national security needs are met without compromising ecosystem health.*

Keywords: Defense Industry, Sustainability, qualitative methods, National Consensus, Kotter's eight steps.

1. INTRODUCTION

Sustainability in the defense industry is an increasingly important concept with growing awareness of the environmental impacts of military activities and weapons production [1]. The defense industry is often considered a major contributor to pollution and unsustainable resource use. Many defense companies also invest in research and development to create cleaner and safer weapons systems [2]. Thus, the industry focuses on national security and social and environmental responsibility [3].

The defense industry in Indonesia has experienced significant development in recent decades, particularly after the 1998 reforms. The Indonesian government recognizes the importance of self-reliance in the defense sector to maintain national security and reduce dependence on imported main weapons systems (alutsista) [4]. Several state-owned enterprises (SOEs), such as PT Pindad, PT Dirgantara Indonesia, and PT PAL Indonesia, have played an active role in producing defense systems to meet the needs of the Indonesian National Armed Forces (TNI) and to enhance export capabilities.

Indonesia's defense industry's sustainability is related to economic, environmental, and social aspects [5].

The national consensus on the defense industry in Indonesia involves various stakeholders, including the government, military, academia, and civil society [6]. Defense policy discussions often involve assessing the country's threats and the need to strengthen military capacity independently. This consensus is crucial for all parties to share a vision for building an effective and efficient defense force [7].

Various studies of sustainable defense industry development have highlighted the importance of strategic policies, technological innovation, and economic frameworks to foster national defense independence. However, little has been explored about the role of strategic Leadership in building national consensus as a key element in supporting sustainable defense industry development.

This study aims to discuss the role of strategic leadership in building national consensus to support Sustainable Defense Industrial Development. This research is supported by a strategic leadership theory approach, change management from the perspective of Kotter's eight-step model based on qualitative methods. The qualitative content analysis technique used a three-step method: identifying symbols, filtering and classifying data based on symbols, and synthesizing findings from various sources to determine key themes, patterns, and insights. This research utilizes primary data sources, including interviews, observations, peer-reviewed academic journals, theological texts, and secondary sources such as books and research reports on sustainable defense industry development in Indonesia.

This research makes several contributions. First, it strengthens strategic leadership theory by emphasizing the role of leaders in building national consensus as a prerequisite for sustainable defense industry development. In a national context, strategic Leadership serves not only to formulate a long-term vision but also as a catalyst in aligning the interests of various actors, including government, industry, academia, and civil society. Second, this research enriches theory by demonstrating that in national-scale strategic change, change management emphasizes not only internal organizational factors but also involves external dynamics in the form of interactions between national actors. This broadens the scope of theory by emphasizing that the success of systemic change in the defense sector depends heavily on the ability to create a space for dialogue, trust, and understanding at the national level. Third, this research demonstrates that strategic Leadership plays a role in directing (sense-giving) and connecting between actors. At the same time, change management theory provides a framework for understanding the necessary adaptation and transformation processes.

2. LITERATURE REVIEW

2.1. Strategic Leadership.

Strategic Leadership Theory focuses on leaders' ability to influence and guide their organization toward long-term goals while navigating a complex and dynamic environment [8]. This theory emphasizes the importance of a leader's vision, strategic thinking, and decision-making skills in fostering an organizational culture that promotes innovation, adaptability, and competitive advantage [9]. Strategic leaders must understand their organization's internal dynamics and external market conditions, enabling them to anticipate change and respond effectively. Strategic Leadership Theory states that effective leaders must possess unique skills, including emotional intelligence, strong communication skills, and open-mindedness [10].

These qualities enable leaders to engage with diverse perspectives within their teams, fostering collaboration and creativity [11].

Strategic leadership is a person's ability to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate change that will create a good future for the organization [12]. Sharing knowledge or intellectual capital that is unique to a particular organization will significantly influence the choices made by strategic leaders. Effective strategic leadership in the 21st century is strategic leadership that is able to find ways for knowledge to grow into more knowledge [13].

Strategic leadership refers to the process of directing, directing, and influencing an individual or organization on others to achieve set goals or tasks [14]. Strategic leadership is about overseeing the strategy-making process to boost the company's performance, which in turn boosts the value of the company's owners and shareholders. Nonprofit organizations, including government agencies and universities, are not supposed to make money. However, they are expected to utilize their authority wisely and run their businesses well, and their supervisors set goals to see how well they are doing. The business school rankings may help its programs become some of the top in the world by setting performance goals [15].

Strategic leaders are tasked with aligning their mission with actionable strategies that drive performance while ensuring employees feel valued and motivated [16]. Strategic leadership is the process of shaping a vision for the future, communicating that vision to subordinates, stimulating and motivating followers, and engaging in strategy-supportive exchanges with peers and subordinates. Strategic leadership is a series of processes that determine the extent to which an organization is effective in creating strong connections among people, technology, work processes, and business opportunities, aiming to increase economic, social, and intellectual capital for shareholders, communities, and employees [13].

2.2. Change management

As changes are difficult to predict, and tend to occur with growing frequency, change management is becoming an increasingly significant subject. Regardless of how a new information system is designed and how its implementation is planned, human potential represents a factor shat should play the key role in dealing with changes [17]. Change management theory encompasses a structured approach to managing the transition of individuals, teams, and organizations from their current state to a desired future state [18]. This theory emphasizes the importance of understanding the human side of change, recognizing that successful organizational transformation depends heavily on how well individuals adapt to new processes, technologies, or cultural shifts (Devi & Varghese Thekkekara, 2023).

Documented and functional change management is a decisive factor of project success, as changes are inevitable, especially in a complex, formative and evolving information system development project [17]. Another critical aspect of change management theory is the recognition of different types of organizational change—developmental, transitional, and transformational [20]. Each type requires tailored strategies to effectively manage the associated challenges [21]. Applying various models and frameworks within change management theory enables leaders to systematically address both the technical and emotional components of change, ultimately increasing the likelihood of successful outcomes [22].

As developmental changes are mostly known in advance, it is necessary to find a way to monitor, i.e. control the change implementation itself.

Lesley Partridge [23], includes the following into the process of managing, i.e. controlling change implementation (FIG. **1**):

-Setting and managing objectives so that they are linked to the vision and purpose of change;

-Planning the details and required resources;

-Implementing the plan, with continuous monitoring;

-Possible adjustments of the plan or modification of actions based on information acquired by supervising change implementation, in order to ensure achievement of objectives or continue on the road towards them.

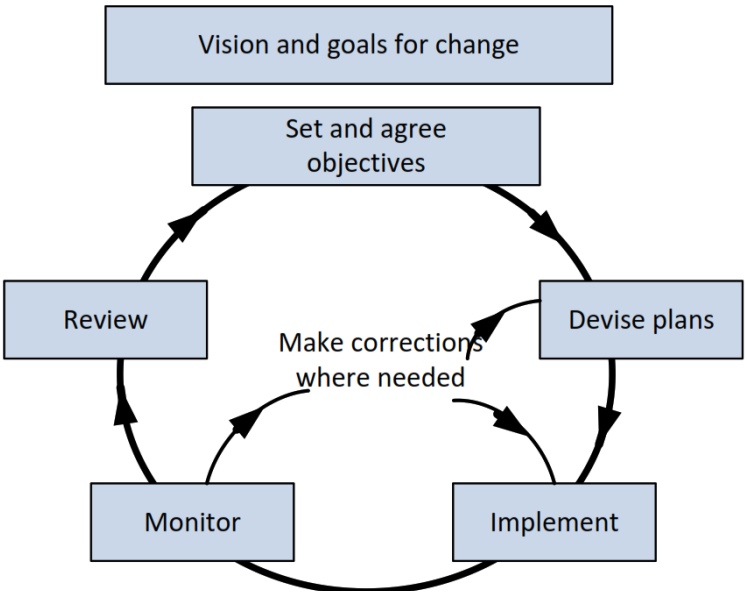

FIG. 1 Monitoring change implementation

2.1. Kotter 8 Steps.

Kotter introduced a theory of change with eight stages known as "Kotter's Eighth Stage of Change Process" [24], ncluding: first, building a sense of urgency, namely the stage to build motivation, by observing market realities and competition, identifying and discussing crises, potential crises or significant opportunities so that a strong reason to do something different emerges. Second, creating a guiding coalition is the stage that forms a coalition to initiate change as a team consisting of people with enough power to lead change. Third, developing a vision and strategy, namely the stage where it is necessary to create a vision to help direct change efforts and formulate strategies to achieve that vision. Fourth, communicating the vision of change, namely the stage to continuously communicate the vision and strategy of change to all elements of the organization by taking advantage of every available opportunity, and making the guiding coalition a model of behavior expected of employees [25].

The fifth, empowering comprehensive action, is a stage for carrying out activities involving all elements of the organization to remove obstacles, change systems or structures that weaken the vision of change, and encourage the courage to take risks and non-traditional ideas, activities, and actions.

Sixth is generating short-term wins, which is a stage for planning performance improvements due to visible changes/wins, and also providing visible recognition and rewards for those who make these wins possible.

Seventh, consolidating gains and producing more change, which is a stage for carrying out activities so that the change process becomes bigger by using increasing credibility to change all systems, structures, and policies that are not appropriate and incompatible with the transformation vision, recruiting, promoting, and developing

people who can implement the change vision and rejuvenating the change process with new projects, themes, and change agents. Eighth, anchoring the new approach in culture, which in this final stage, all the changes that have been made are made into a new work culture by creating better performance through customer-oriented behavior and productivity, better Leadership, and more effective management, articulating the relationship between new behavior and organizational success and developing ways to ensure leadership development and success [26], [27].

FIG. 2. Kotter's eight-step model

3. METHODOLOGY

This research adopts a qualitative approach, employing critical literature review and observation [28], to explore the synergy between strategic Leadership and national consensus in supporting sustainable defense industry development. This research utilizes primary data sources, including interviews, observations, peer-reviewed academic journals, theological texts, and secondary sources such as books and research reports on sustainable defense industry development in Indonesia. This article provides a theoretical foundation for future research on strategic Leadership and national consensus in supporting sustainable defense industry development.

Data sources for academic journals will be selected through academic databases such as Google Scholar, Garuda, Sinta, and other databases, using keywords including "strategic leadership," "national consensus," and "defense industry." This research is limited to literature published within the last decade to ensure the material's relevance to current conditions. The qualitative content analysis technique used a three-step method: identifying symbols, filtering and classifying data based on symbols, and synthesizing findings from various sources to determine key themes, patterns, and insights [29]. Data sources were purposively selected to support the significance of the role of strategic Leadership in building national consensus in defense industry development.

Data triangulation will be conducted based on credibility, relevance, and contribution to understanding the research topic, ensuring the integrity and depth of the analysis.

4. RESULTS AND DISCUSSION

4.1 Strategic Leadership builds national consensus to support Sustainable Defense Industrial Development.

To build a national consensus for developing a sustainable defense industry in Indonesia, stakeholders can utilize John Kotter's eight-step process for leading change.

This framework is beneficial in navigating the complexities of stakeholder engagement, policy formulation, and resource allocation necessary to build a robust defense sector aligned with sustainability goals.

a. Step 1: Create a Sense of Urgency.

The first step involves raising awareness among stakeholders about the need to develop a sustainable defense industry. This can be achieved in Indonesia by highlighting the geopolitical landscape, regional security challenges, and the economic benefits of a self-sufficient defense sector. Engaging the media and holding public forums can help disseminate information about how a sustainable defense industry can enhance national security while driving economic growth.

b. Step 2: Creating the Guiding Coalition.

A coalition should be formed to lead this initiative. This group should consist of key stakeholders, including government officials, military leaders, business executives from the defense sector, environmental experts, and civil society representatives. The coalition should work together to ensure that diverse perspectives are included in the decision-making process and to foster trust among the various sectors.

c. Step 3: Formulating a Vision and Strategy

Developing a clear vision of what a sustainable defense industry in Indonesia looks like is crucial. This vision encompasses not only military capabilities but also environmental management and social responsibility considerations. The strategy may include specific goals such as reducing the carbon footprint in manufacturing processes or investing in renewable energy technologies within the defense sector.

d. Step 4: Communicating the Vision for Change

Effective communication ensures that all stakeholders understand and agree with the vision. Utilizing various platforms—such as workshops, seminars, social media campaigns, and official government communications—can help articulate the benefits of transitioning to a sustainable defense industry. Transparency about the goals and expected outcomes will encourage broader support.

e. Step 5: Empowering Employees for Broad-Based Action

Barriers to change must be identified and removed to empower stakeholders at all levels to take action to achieve the vision. This may involve revising regulatory frameworks that hinder innovation or incentivizing companies that adopt sustainable practices in their operations.

f. Step 6: Generate Short-Term Wins

Achieving short-term wins and demonstrating progress toward building a sustainable defense industry are crucial to maintaining momentum. This could include pilot projects showcasing green technology in military applications or partnerships with local businesses focused on sustainability initiatives.

g. Step 7: Consolidate Profits and Generate More Change

Once initial successes are achieved, they should be leveraged to drive change. This involves scaling up successful initiatives across various defense industry sectors while continuing to seek feedback from stakeholders to refine the strategy.

h. Step 8: Anchoring New Approaches in the Culture

Finally, embedding sustainability into the culture of the Indonesian defense industry requires a sustained commitment from leaders at all levels. Training programs focused on sustainability practices must be implemented within military institutions and related industries to ensure these values are ingrained in future generations of leaders.

4.2 Current policies in building a National Consensus to support the Development of a Sustainable Defense Industry in Indonesia.

Strategic Leadership in building national consensus to support the development of a sustainable defense industry in Indonesia involves a multifaceted approach that combines policy formulation, stakeholder engagement, and sustainable practices. The Indonesian government has recognized the importance of a robust defense industry for national security, economic growth, and technological advancement. The following are some of the key policies and strategies currently in place:

a. Defense Industrial Policy Committee (KKIP).

Indonesia's Defense Industry Policy Committee (KKIP) is established to formulate and implement strategic policies for developing the national defense industry. As a strategic step, the KKIP is crucial in creating a sustainable defense industry ecosystem by facilitating collaboration between the government, the private sector, and research institutions [30]. Through integrated policies, the KKIP aims to increase domestic production capacity and encourage technological innovation to meet national defense needs. Furthermore, the committee strives to strengthen the independence of the Indonesian defense industry by reducing dependence on imported primary weapons systems (alutsista). Thus, the KKIP contributes not only to national security but also to economic development through job creation and increased competitiveness of local industries. In an increasingly complex global context, the KKIP's existence is highly relevant as an effort to ensure that Indonesia has strong and independent defense capabilities [31].

b. National Defense Policy (2020-2024).

Indonesia's National Defense Policy (2020-2024) is a strategic measure designed to strengthen national resilience through the development of a sustainable defense industry [32]. In this context, the policy emphasizes the importance of self-reliance in the production of primary weapons systems (alutsista) and strengthening the capacity of the domestic defense industry. By prioritizing technology development and innovation, the government aims to reduce dependence on imports and increase the competitiveness of local industries in the global market. This policy also includes collaboration between the government, the private sector, and research institutions to create an ecosystem that supports research and development (R&D) in the defense sector [30]. Furthermore, the National Defense Policy focuses on improving the quality of human resources in the defense sector, enabling them to produce products that not only meet national needs but also have the potential to be exported to other countries. Therefore, the 2020-2024 National Defense Policy is a crucial pillar in realizing Indonesia's vision of becoming an independent and sustainable defense force.

This stage is the second stage of the Grand Design for Defense Industry Independence related to the Fulfillment of Defense and Security Facilities (Alpalhankam) 2015-2039, where collectivity is the core of the development of the national defense industry.

The national defense industry is gradually focusing on consolidation between entities to achieve the main target of fulfilling the domestic market, as well as international competition, and supporting national economic growth.

This condition makes the consolidation process intense, marked by competition between entities within it to support production needs and ensure the sustainability of each entity's business.

Moreover, this plan is supported by efforts to strengthen defense capabilities contained in the National Medium-Term Development Plan (RPJMN) 2020-2024, namely supporting 100% Essential Force with operational strength ready by 2024, improving the readiness of the main Alpalhankam, and increasing the capabilities of state-owned defense industry companies to support Alpalhankam independence [33].

c. Minimum Essential Force (MEF) Phase III.

Initiated in 2019, this policy focuses on modernizing Indonesia's military capabilities, including the development of maritime defense equipment, to achieve a minimum fundamental strength by 2024. Minimum Basic Strength Development (MEF) Phase III is a strategic step taken by the Indonesian government to strengthen the national defense industry and ensure sustainability in defense system development [34]. MEF Phase III aims to enhance Indonesia's defense capabilities through the modernization of primary weapons systems (alutsista), the development of defense technology, and the enhancement of local industrial capacity. By focusing on self-sufficiency in defense equipment production, this program not only contributes to national security but also encourages economic growth through job creation and skills development in the defense industry sector [35]. Furthermore, MEF Phase III also includes collaboration with various parties, including research institutions and universities, to create innovations relevant to defense needs. Through this approach, Indonesia strives to achieve its strategic goal of creating a resilient and sustainable defense force.

The development of the minimum essential force (MEF) is currently in phase III, which is the final stage of fulfilling MEF needs. This stage is projected in the government's medium-term development plan for the 2020-2024 period. The achievement of MEF phase 2 shows that the Indonesian Army has reached 75%, the Indonesian Navy 62%, and the Indonesian Air Force 44%. The defense budget for 2024 is allocated at IDR 43 trillion, but this is down around 16% from 2023 and is still far from the ambitious target of IDR 1,760 trillion by 2024. Defense modernization is crucial because 70% of the TNI's defense equipment is outdated. To achieve the MEF target, Indonesia needs to accelerate modernization with assistance from countries such as France and increase the budget and fulfillment of MEF, especially for the Indonesian Air Force [36].

The MEF achievement that must be achieved in phase III in 2024 requires an achievement of around 47%, but the current phenomenon is that this achievement is difficult to achieve. This is due to various aspects that hinder the development of the MEF, in addition to the factor of the less than optimal supply from the domestic defense industry for the needs of the TNI's defense equipment, geopolitical aspects also contribute to major obstacles in the realization of the MEF, one of which is the storm of the Covid-19 pandemic in 2019-2022 which forced the government to refocus the budget to save the community. The slowing world economy also contributed to the slowdown in the Indonesian economy [37].

CONCLUSION

By systematically following Kotter's eight steps, Indonesia has significant potential to build a national consensus on developing a sustainable defense industry.

In this context, the government, private sector, and civil society must collaborate in formulating policies that not only focus on increasing defense capacity but also address the environmental impacts of these industrial activities.

By integrating sustainability principles into its defense industry development strategy, Indonesia can ensure that national security needs are met without compromising ecosystem health.

For example, the use of environmentally friendly technologies in the production of weapons and military equipment can reduce the carbon footprint and minimize pollution. Furthermore, involving local communities in decision-making processes will help foster a sense of ownership and shared responsibility for environmental sustainability.

Furthermore, the development of a sustainable defense industry can also positively contribute to Indonesia's economic resilience. By focusing investment on green technology and sustainable innovation, the country can create new jobs and increase competitiveness in the global market. Furthermore, diversifying environmentally friendly defense industry products can open new export opportunities and attract foreign investment. Through this approach, Indonesia will not only be able to meet security demands but also strengthen its economic position on the international stage. A strong national consensus on this matter will be the foundation for inclusive and sustainable development in the future..

Strategic Leadership in building national consensus to support the development of a sustainable defense industry in Indonesia is a complex and multidimensional issue. In this context, several recommendations can be identified based on an analysis of the existing literature. These recommendations include:

a. Strategic Leadership must encourage collaboration between the government, the defense industry, and the private sector. This is crucial for creating an ecosystem that supports innovation and investment in defense technology. Through this partnership, resources can be maximized to achieve shared goals.

b. Enhancing human resource capacity through investment in education and training for the defense sector workforce is crucial. Strategic Leadership needs to ensure that training programs are designed to meet industry needs and the latest technological developments.

c. Policies supporting defense industry development must involve various stakeholders, including civil society, academia, and non-governmental organizations. This will help build a strong national consensus and reduce potential conflicts of interest.

d. Strategic Leadership should encourage research and development (R&D) in defense technology with a focus on sustainability.

e. Strategic Leadership needs to emphasize the importance of transparency in decision-making and accountability in the use of state funds related to the defense sector.

f. Holding dialogue forums between the government, industry, and the public will help build a shared understanding of the importance of defense industry development and its challenges.

g. Strategic Leadership must have a long-term vision for the development of the defense industry in Indonesia, including long-term infrastructure and investment planning to ensure sustainability

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