



REPUBLIC OF INDONESIA DEFENSE UNIVERSITY

**THE CHANGE MANAGEMENT IN INDONESIA'S MINISTRY
OF DEFENSE USING *ADKAR* MODEL IN FACING THREATS
OF ARTIFICIAL INTELLIGENCE**




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This Thesis was Written for the Fulfillment of the Requirement
to Earn Master's Degree in Defense Science



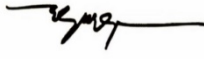

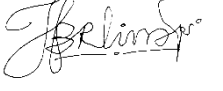
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DECLARATION OF ORIGINALITY

Hereby I acknowledge that this thesis does not contain some or the whole parts of previously published works that had been submitted to earn any scholarly degree in any university, and to the best of my knowledge and belief, there are no idioms, phrases, sentences, paragraphs, sub-chapters or chapters from any written or published works, except what was written in this thesis and mentioned in the reference section.

If in the future this thesis is proven to be plagiarizing any previous existing works, I would accept the punishment as stated in the relevant and applicable laws/regulations.

Jakarta, 19 January 2024



Sutra Yustica Sae Sudrajat

FOREWORDS

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A handwritten signature in black ink, appearing to read 'Sutra Yustica Sae Sudrajat', with a stylized, cursive script.

Sutra Yustica Sae Sudrajat

ABSTRACT

THE CHANGE MANAGEMENT IN INDONESIA'S MINISTRY OF DEFENSE USING *ADKAR* MODEL FOR ADDRESSING THREATS OF ARTIFICIAL INTELLIGENCE

SUTRA YUSTICA SAE SUDRAJAT

The legal framework surrounding artificial intelligence (AI) in the specified context is currently limited, primarily outlined in Electronic Information and Transaction Laws, with additional strategies outlined in the National Artificial Intelligence Strategy. The education and training process for civil service candidates at the Indonesia Ministry of Defense program catalog has not addressed the threat of AI over the past three years. The findings from the study on the Ministry of Defense in Indonesia, specifically in Pusdatin and the personnel bureau, reveal the change management of utilizing the ADKAR model in dealing with AI threats. The key elements of the ADKAR model, including Awareness, Desire, Knowledge, Ability, and Reinforcement, are explored to understand their impact on addressing AI threats. This thesis is using descriptive-qualitative method and reveals that the need for a thoughtful approach in implementing AI technologies for awareness, effective communication strategies are crucial for fostering understanding among employees to grow desire, collaborative learning through tours and Forum Group Discussions (FGDs) is recognized on knowledge, the importance of work ethic and discipline, and lastly clear regulations are deemed crucial for ensuring changes align with applicable rules and prevent errors.

Keywords: artificial intelligence, ADKAR model, awareness, collaborative learning.

ABSTRAK

MANAJEMEN PERUBAHAN KEMENTERIAN PERTAHANAN MENGUNAKAN MODEL *ADKAR* UNTUK MENGATASI ANCAMAN KECERDASAN BUATAN

SUTRA YUSTICA SAE SUDRAJAT

Kerangka hukum seputar kecerdasan buatan (AI) dalam konteks tertentu saat ini masih terbatas, terutama diuraikan dalam Undang-Undang Informasi dan Transaksi Elektronik, dengan strategi tambahan yang diuraikan dalam Strategi Nasional Kecerdasan Buatan. Proses pendidikan dan pelatihan calon pegawai negeri sipil pada katalog program Kementerian Pertahanan selama tiga tahun terakhir belum menjawab ancaman AI. Temuan studi pada Kementerian Pertahanan di Indonesia, khususnya di Pusdatin dan biro kepegawaian, mengungkap manajemen perubahan pemanfaatan model *ADKAR* dalam menghadapi ancaman AI. Elemen kunci dari model *ADKAR*, termasuk Kesadaran, Keinginan, Pengetahuan, Kemampuan, dan Penguatan, dieksplorasi untuk memahami dampaknya dalam mengatasi ancaman AI. Tesis ini menggunakan metode deskriptif-kualitatif dan mengungkapkan bahwa perlunya pendekatan yang bijaksana dalam penerapannya. Teknologi AI untuk kesadaran, strategi komunikasi yang efektif sangat penting untuk menumbuhkan pemahaman di antara karyawan untuk menumbuhkan keinginan, pembelajaran kolaboratif melalui tur dan Forum Group Discussion (FGD) diakui tentang pengetahuan, pentingnya etos kerja dan disiplin, dan yang terakhir peraturan yang jelas dianggap penting. untuk memastikan perubahan selaras dengan aturan yang berlaku dan mencegah kesalahan.

Kata kunci : kecerdasan buatan, model *ADKAR*, kesadaran, pembelajaran kolaboratif.

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LIST OF ABBREVIATIONS

- 1 ADKAR : Awareness, Desire, Knowledge, Ability, Reinforcement
- 2 AI : Artificial Intelligence
- 3 Pusdatin : Pusat Data dan Informasi (data and information center)
- 4 Biropeg : Biro Kepegawaian (personnel bureau)