

ABSTRACT

This study is motivated by the need of PT PLN Indonesia Power Semarang Generation Business Unit to respond to digital transformation, which requires not only technological readiness but also human resource readiness, work culture change, and leadership capable of guiding the adaptation process. This condition indicates a gap between the company's digitalization direction and employees' readiness to adopt digital-based systems and work processes.

This study aims to explore the role of transformational leadership in encouraging digital adaptation and understanding its contribution to unit performance. This research employs a qualitative approach with an exploratory case study strategy through semi-structured interviews, observation, and documentation involving 9 participants consisting of managerial and employee representatives at UBP Semarang. The findings show that transformational leadership plays a role through the development of a digital vision, communication of change direction, role modeling, motivation, mentoring, and strengthening employees' understanding. Digital adaptation occurs gradually through changes in work processes, utilization of digital systems, improved coordination, and data-based decision-making, although technical constraints, initial resistance, and differences in employee readiness remain.

In conclusion, the success of digital adaptation in a public-sector energy organization is not solely determined by technology, but also by the synergy between leadership, human readiness, organizational support, learning culture, and the unit's ability to improve efficiency, productivity, innovation, and performance sustainability.

Keywords: transformational leadership, digital adaptation, unit performance, exploratory case study, UBP Semarang.